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October 30, 1972

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# RAILWAY AGE

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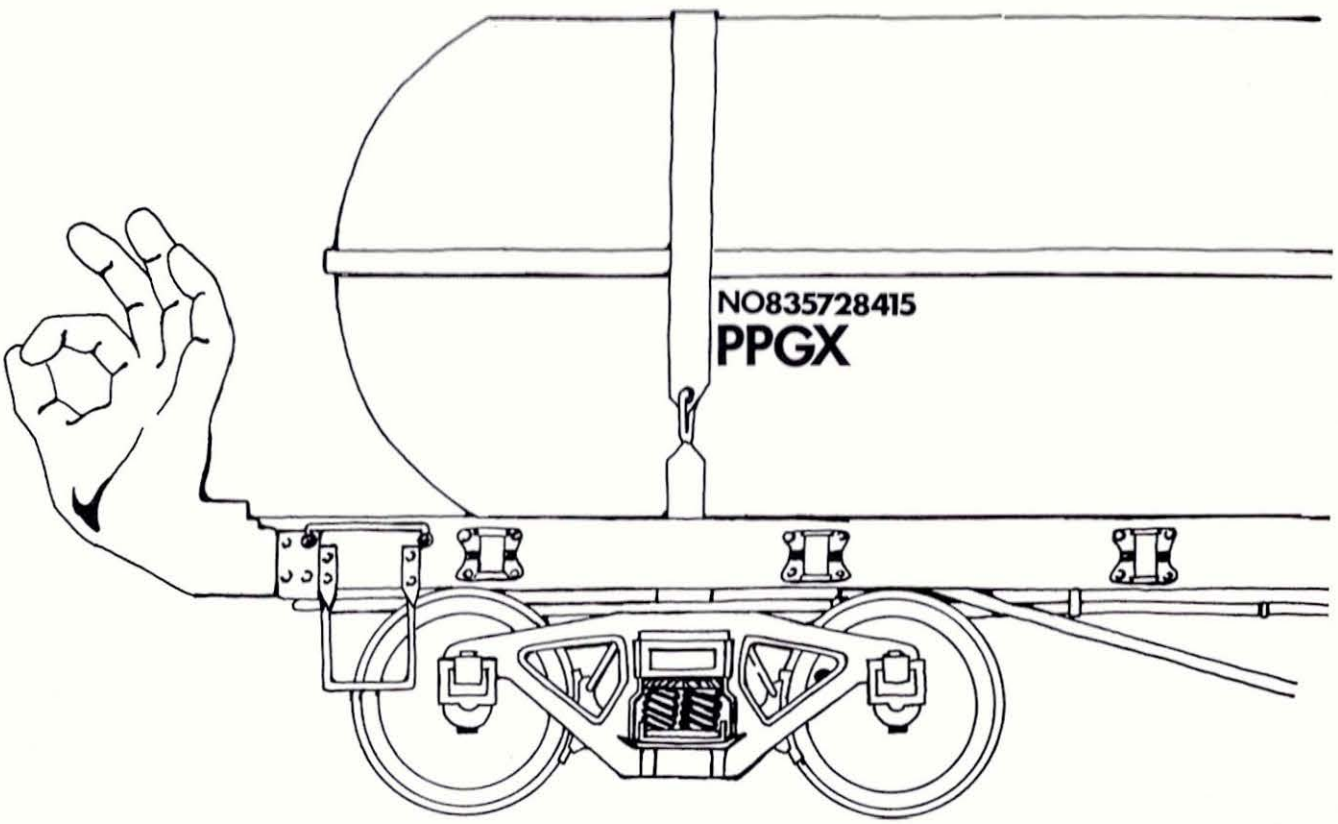


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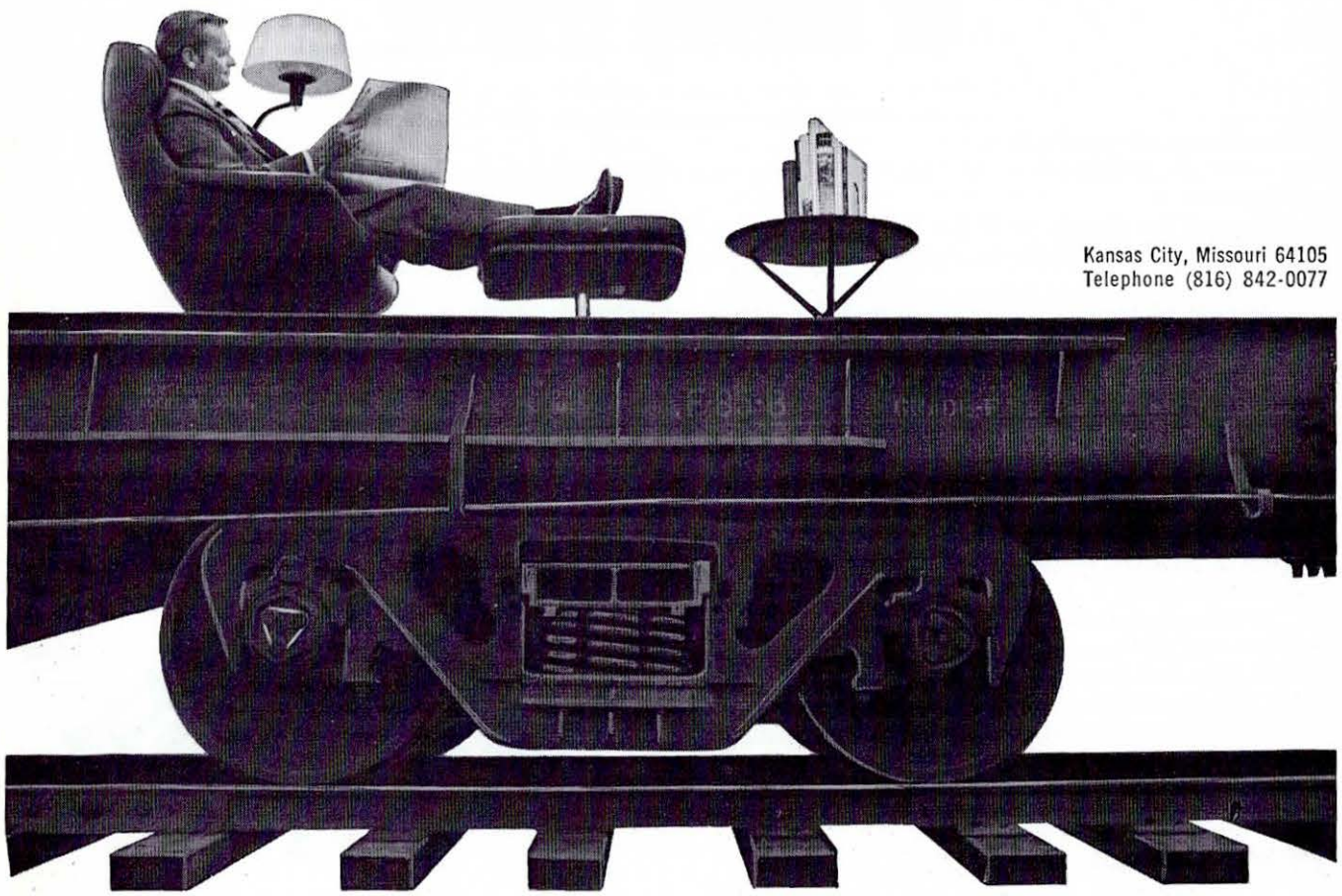

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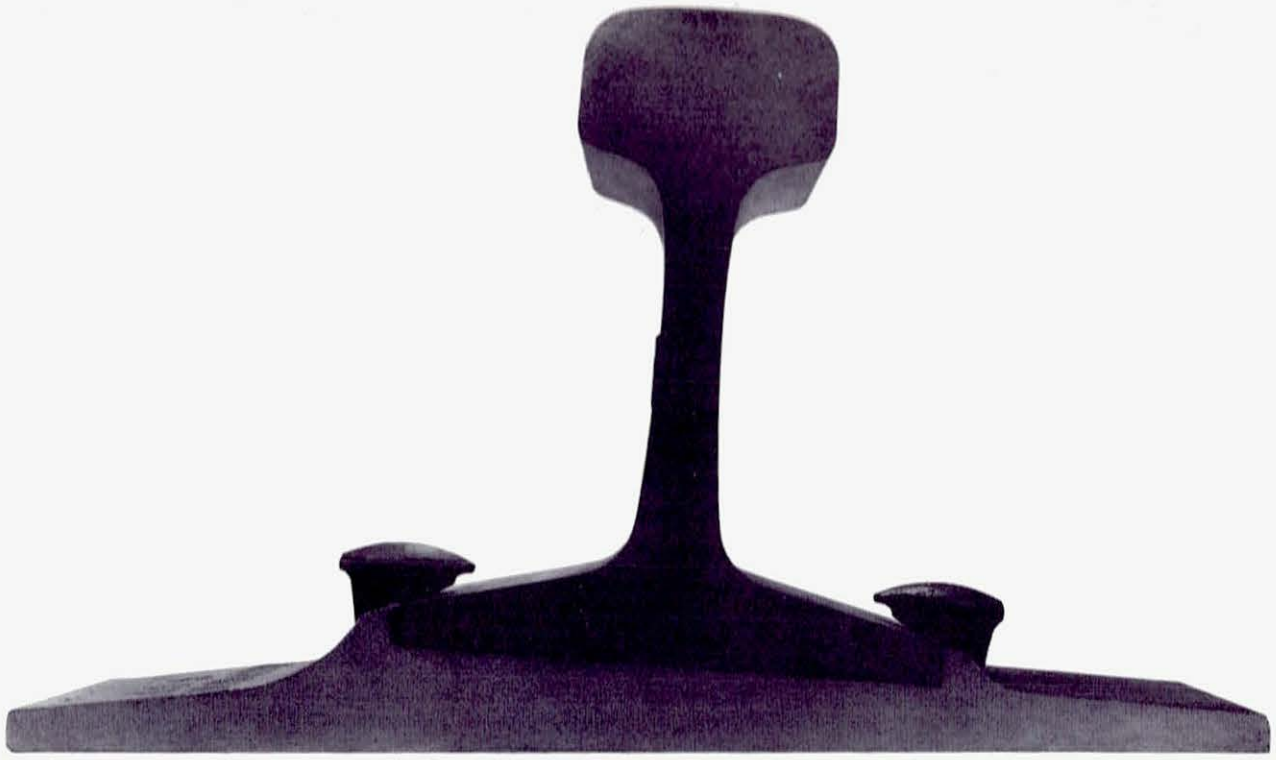

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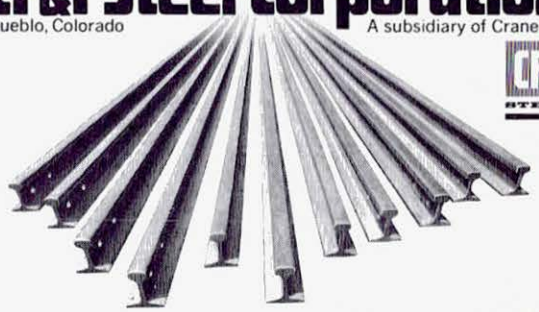

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October 30, 1972 • Vol. 173 No.8

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# Inside

LUTHER MILLER

## THE GENTLE PERSUADER

"AAR President Stephen Ailes likes to keep a low profile, and it comes as a shock to realize he will have been in his post two years this January," memos Washington Editor Reid Beddow. "There is no question but that Ailes has remolded the AAR in his image, but his assertion of control has been gradual and quiet. He has presided over the AAR board like a trusted family lawyer, gently persuading the heirs to sell the declining blue chips of old policy for some growth issues. At 60, he has been noticeably quick to turn to younger men, heaping increased responsibility on Dr. Richard Harris, 54, who heads up a swelling research program; hiring outspoken former FRA Administrator A. Scheffer Lang, 44, for long-range policy studies, and, most recently, appointing Richard E. Briggs, 34, to embark on new directions in public affairs. The whole process brings to mind what a colleague said of West Virginian Ailes two years ago: 'You all be careful of those country-boy lawyers, they have steel trap minds.' AAR these days is beginning to resemble more a hot-shot rail management team than a venerable Washington trade association. It is all due to Counselor Ailes, who may frequently be seen trudging to his car up 20th Street after dark with a bulging brief case, long after most of the AAR staff has gone home."

While he shuns publicity, Ailes responds candidly, and never ducks a question, when he does meet the press. It was with candor that he talked with Railway Age a few days ago about the new directions toward which he and the AAR board are now steering the association. Page 10.

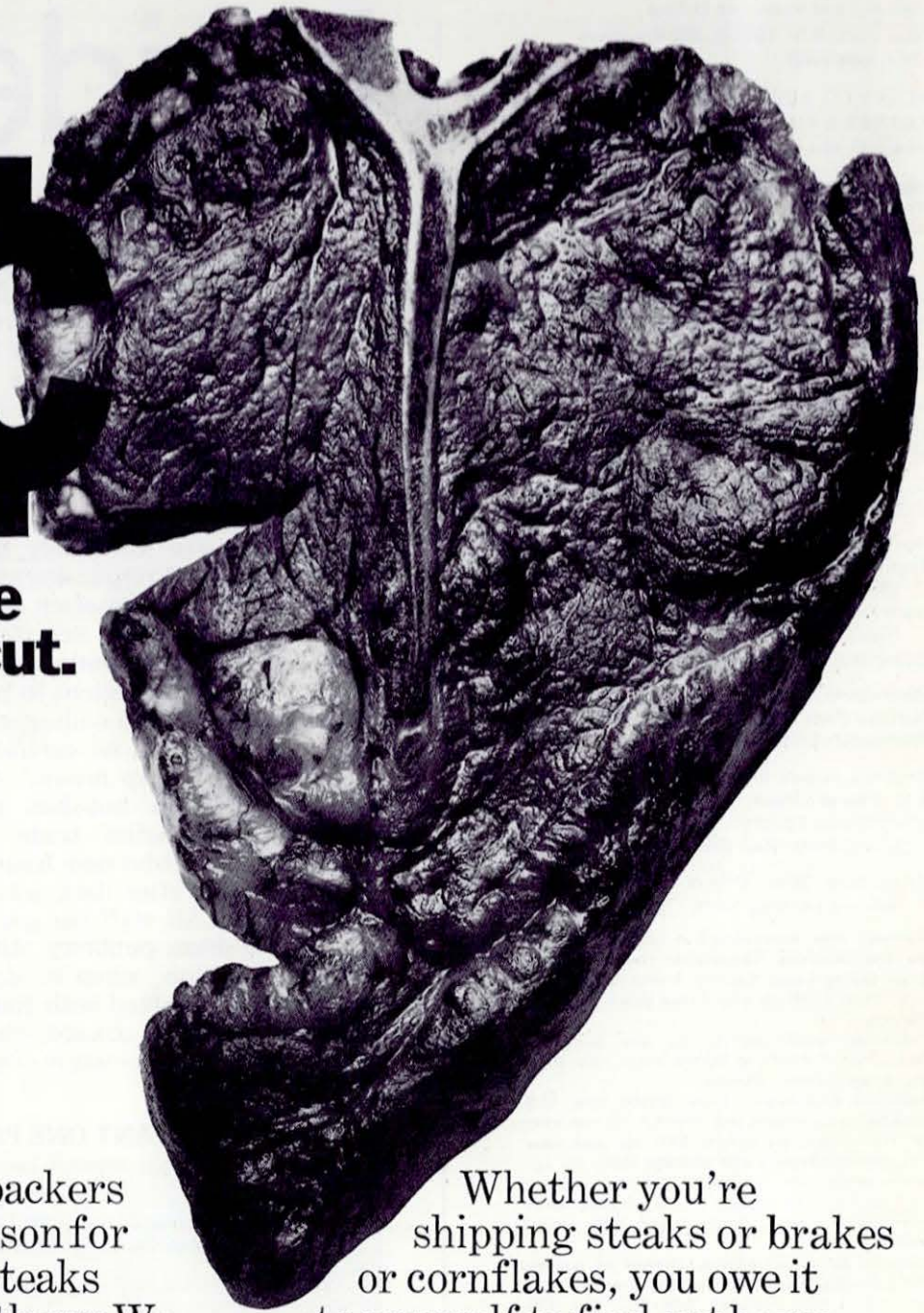
## A VERY IMPORTANT ONE PER CENT

| Year | Piggyback Carloadings | Percent of Total Carloadings | Piggyback Revenues* | Percent of Total Freight Revenues |
|---|---|---|---|---|
| 1966 | 1,163,000 | 4.0% | $410,000,000 | 4.2% |
| 1967 | 1,207,000 | 4.3% | $496,000,000 | 5.2% |
| 1968 | 1,337,000 | 4.7% | $586,000,000 | 5.7% |
| 1969 | 1,344,000 | 4.8% | $656,000,000 | 6.0% |
| 1970 | 1,257,000 | 4.6% | $661,000,000 | 5.8% |
| 1971 | 1,197,000 | 4.7% | $700,000,000 | 5.7% |

*Estimated Source: AAR

The above table helps to explain why any improvement in piggyback traffic brings a very special glint to railroad eyes. In 1971, TOFC/COFC loadings accounted for 4.7% of all carloadings; but produced 5.7% of all freight revenues. This year the arithmetic is even more attractive, as Associate Editor Bob Bartley points out in the report beginning on p. 30.

# 2¢



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# RAILWAY AGE

OCTOBER 30, 1972

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# Short and Significant

### CAPITAL SPENDING FORECAST REVISED

The U.S. Department of Commerce is estimating railroad capital expenditures will amount to $1.81 billion in 1972, up 8.3% over actual 1971 expenditures of $1.67 billion. The Department's earlier forecast, last May, had predicted a 13.5% rise in railroad spending. The increased railroad spending this year, says Commerce, primarily reflects higher outlays for roadbed facilities.

### WAGE PACKAGE CAN COST $325 MILLION

The Pay Board in approving the Oct. 1 5% pay increase to UTU members, said it was satisfied with the implementation of work rules changes specified by rails' settlement with UTU. The Pay Board also authorized its staff to okay pending increases for 14 other unions that are in tandem with the UTU agreement. The wage hike, if extended to all 15 unions, will cost the industry $325 million a year.

### AAR BOARD PONDERS REORGANIZATION

AAR directors will try again on Nov. 17 to come up with an acceptable new formula for representation on the association's board. A proposal submitted to the member-road meeting held in Chicago Oct. 12—which would have resulted in less frequent board representation for some of the smaller roads—drew considerable flak. One midwestern road even threatened to withdraw from the AAR. So the board decided to draw up a revised plan, which will be submitted to a special member-road meeting. AAR President Stephen Ailes says a new method of selecting directors is advisable due to "recent mergers and other trends within the railroad industry."

### PERLMAN, FLANNERY MOVE UP AT WP

Alfred E. Perlman, president of the Western Pacific Railroad Co. since Dec. 1, 1970, will become chairman of the board and chief executive officer effective Jan. 1. Robert G. Flannery, executive vice president of WP since Jan. 1, 1971, will become president. Howard A. Newman, who is chairman of the board of the railroad company, will continue as chairman of the executive committee. Newman is also chairman of the board of Western Pacific Industries, of which the railroad is a wholly-owned subsidiary.

### ICC REBUFFED BY SUPREME COURT

The Supreme Court on Oct. 10 rebuffed ICC attempts to inspect Burlington Northern (and thus all railroad) annual financial forecasts. The case stemmed from a post-Penn Central bankruptcy directive of ICC in which the agency ordered rails to submit annual cash flow and income forecasts to it. About 40 rails complied but 33, including BN, refused. Federal district and appeals courts upheld BN, and the high court refused to hear ICC's appeal. In another case, the Supreme Court refused to hear an appeal from New Haven creditors who want to place liens on PC property once held by NH. In effect, the denial reaffirms that the Philadelphia Federal court overseeing the PC bankruptcy has exclusive jurisdiction over all PC assets.

### PC WON'T SEEK FLOOD-AID LOANS

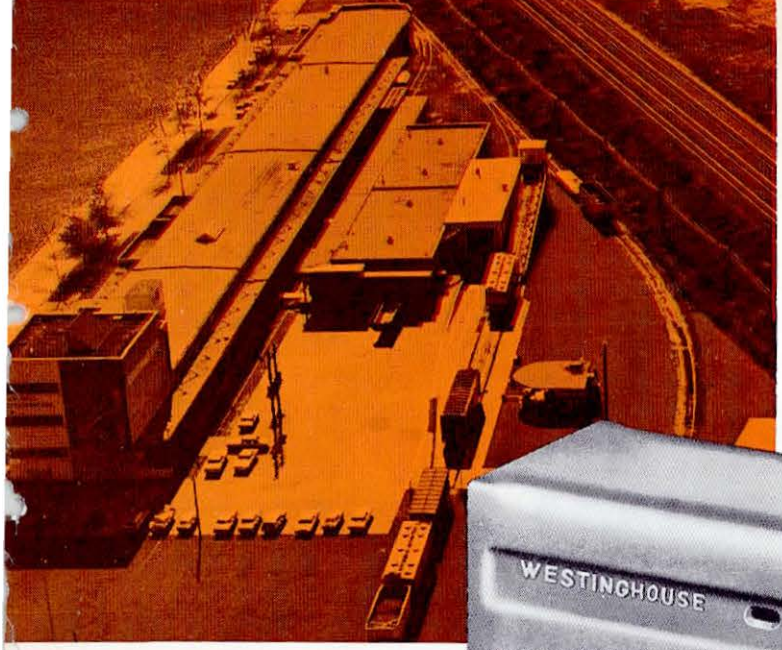
A bill authorizing government guarantees of $48 million in loans to aid flood-damaged railroads was on President Nixon's desk last week—but Penn Central, which suffered $19.7 million in flood damages, said it was no longer interested. A PC spokesman said that "at the present time Penn Central does not plan to apply for a loan under this act because of the amendment requiring restoration of a line which is the subject of an abandonment proceeding before the ICC." The line in question is 51.5 miles of PC's Wilkes-Barre branch.

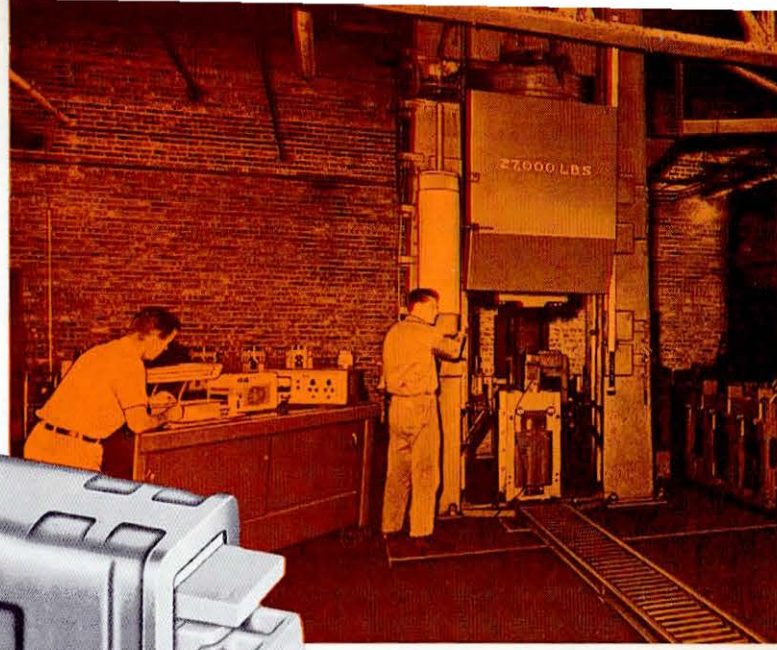
### CN STUDIES NEW RAIL ROUTES

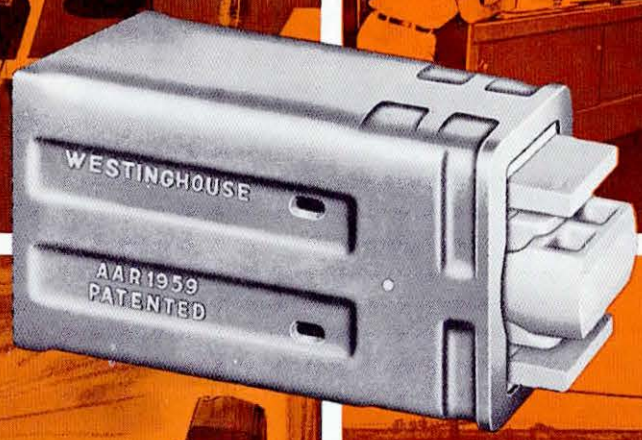
Canada has built nearly 3,000 miles of new railway lines since 1950—and more are on the way. Canadian National's Mountain Region vice president, J.H. Spicer, says CN has carried out aerial reconnaissance covering 8,000 miles in a study of route possibilities through northern British Columbia and into the Yukon. Several alternatives are being studied, all terminating in the area of Watson Lake, about 200 miles southwest of Whitehorse. In addition, says Spicer, there is a 580-mile feasible rail route from Watson Lake north to Dawson, adjacent to a zone of mineralization.

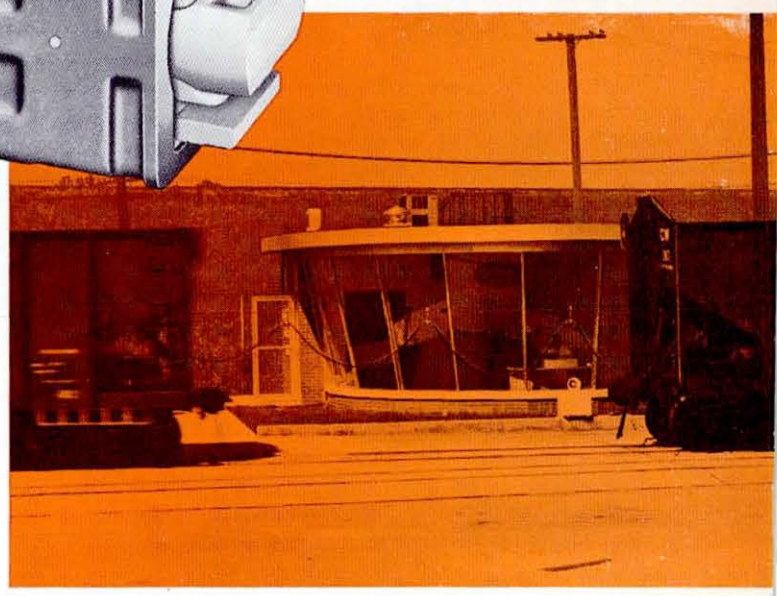
### AGREEMENT REACHED ON MOPAC STOCK PLAN

A $97.3-million recapitalization plan for Missouri Pacific that is designed ultimately to end the road's dual stock structure has been agreed upon in principle by MoPac, Mississippi River Corp. and Alleghany Corp. MRC owns about 62% of the road's outstanding Class A stock; Alleghany owns some 53% of outstanding Class B shares. The plan is subject to court and stockholder approval and to ICC and Securities and Exchange Commission orders. The Missouri Pacific's existing classes of A and B stock were established in 1956 when the long-time bankrupt MoPac emerged from reorganization.







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RAILWAY AGE
# NEWS

# Stephen Ailes: New directions for the AAR

*The Association of American Railroads has been much in the news in recent days. There are new faces at the AAR; there is a new budget; there has been a new ordering of priorities. Railway Age recently discussed these changes with AAR President Stephen Ailes. Excerpts from the interview follow.*

**AAR directors have approved a budget of $12.3 million million for 1973. How much of this will go for research?**

**AILES:** Our research budget is right at $2 million, about $600,000 more than it was previously. The conditions for increased activity in this area are very favorable. The Railway Progress Institute is interested in doing research; so is the Federal Railroad Administration. We can now go to our board and say, "For every dollar that you're prepared to put into research, there will be one or two more from the RPI and the FRA."

**One budget reduction much talked about is cancellation of the AAR's national advertising program. Do you think it wise to cut out institutional advertising at a time when a Louis Harris poll shows railroads to have a very poor image with the public?**

**AILES:** I think the way you solve that problem is just by doing a damned sight better job than we're doing now. I'd rather see us spending the money for research. I'd rather see us spend the money to develop a central computer system here which will provide the data base to show us where our service is breaking down. I just think that if we are aggressively attacking our problems—and they're plenty tough—in due course the public support will come. But it's not going to come by having an actor get on the tube and say there aren't any problems. We only have a limited amount of money, so we must think in terms of priorities; our research projects are just further up the line than national advertising.

I'm not saying that advertising isn't effective. But I think it should be done on a railroad by railroad basis.

**What was your advertising budget in 1972?**

**AILES:** The budget was $3.1 million originally; we ended up spending

**"Public support is not going to come by having an actor get on the tube and say there aren't any problems"**

$975,000. We folded our campaign with two quarters yet to go after taking a hard look at what our legislative prospects were and whether there was any real connection between the two.

Now, the Wally Schirra campaign had a job to do, and one of the things it had to do was to try to get across to the public the fact that we're in the freight business. We made an effort in that campaign to get across the fact that the railroad industry was playing an essential role in the transportation of freight, and I think it was effective that way; the surveys we made brought that out. I wouldn't say the public is thoroughly convinced yet but I think we took a cut at the problem.

**The AAR board recently created a new Department of Information and Public Affairs, headed by Richard Briggs, formerly executive director of ASTRO, and at the same time dismissed James A. Schultz as vice president-public relations. A newspaper story quoted you at the time as saying you felt "there isn't a role for a professional public relations man" in the new program.**

**AILES:** What I meant to suggest was that I feel the public relations job, like the advertising job, can best be done railroad by railroad. The public relations problems of a railroad in the Southeast and a railroad in the Midwest, for example, are quite different and can best be handled locally. What I want to do is provide these men, from here, with information about the industry that is accurate and up to date, and let them use this locally. But I don't think it makes much sense to have a high-powered public relations expert here in Washington trying to mastermind the whole thing.

**What do you think of the effectiveness of the ASTRO program so far?**

**AILES:** I've been around Washington long enough to know that things just don't haul off and get done the first time you run at them. Today [Oct. 17] we are so far ahead of where we were on this day last year, in terms of the ultimate possibilities of legislation, that I think we have a lot to be thankful for. At the end of this Congress there was a bill before the House Commerce subcommittee which with some modifications had the support of the truckers, the water carriers, the Administration, shipper groups, and railroad labor, God bless 'em, and really little opposition—none, in fact, except some farmer groups concerned about the publication of rates on bulk commodities. But the basic bill has one tremendous amount of support, and I think we've got a very good chance to get some legislation passed next year.

**Do you see nationalization as a continuing threat?**

**AILES:** We have to be interested in what's happening in the Northeast. If in any conceivable way the Penn Central can be reorganized successfully under Section 77 that will be a marvelous development. But like the trustees, I think you've got to be looking at what the possibilities are if it can't be. This raises a whole host of problems. Nationalization, especially for the railroads in that area, is a spectre that lurks in the background. It is incumbent on everybody in the industry to continue what we are doing; namely, to search and search for solutions, to try to preserve

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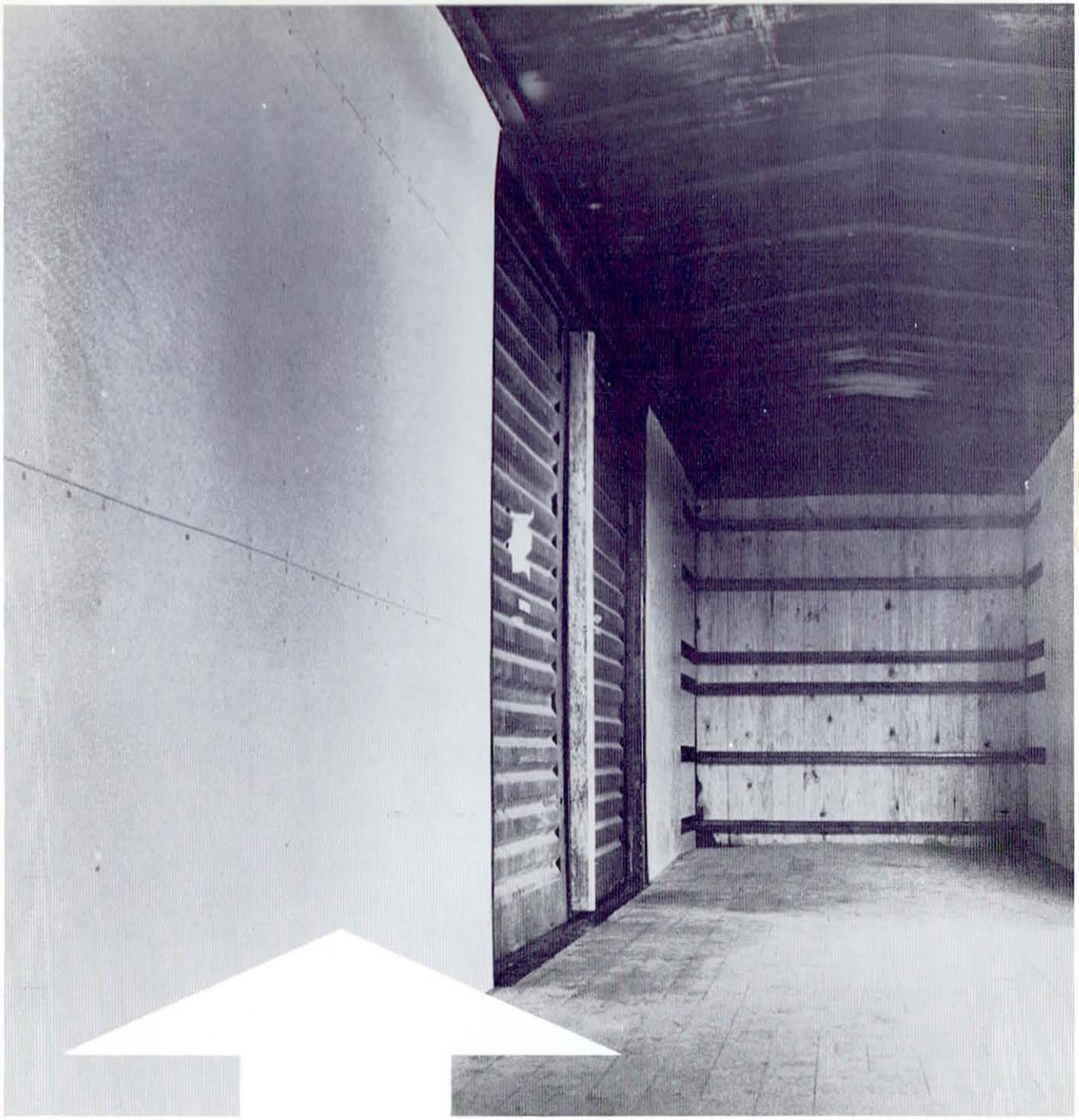

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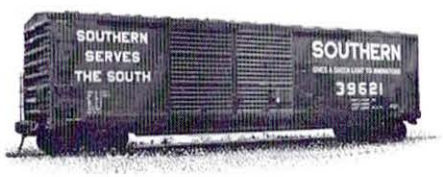


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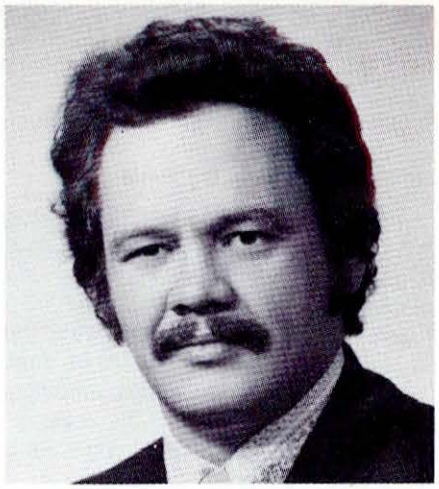
essential transportation in the East without having it operated by the government.

**Former FRA Administrator A. Scheffer Lang recently joined the AAR as consultant to the president-special studies. What precisely is his role?**

**AILES:** It seemed to me that it would make an awful lot of sense to have somebody here who had the capability of looking down the road at the problems that face the industry, looking at what the alternatives might be. Is the railroad industry, for example, really going to be essential 25 or 30 or 40 years from now? Questions like that. And I thought we needed somebody who would be in touch with all the economic research that is going on about the railroad industry in this city—and indeed, there's a great deal. But these are efforts with which we have been more or less out of touch. Over in the Council of Economic Advisors there's been a lot of interest in this field. There's a lot of work being done in the DOT, and the FRA in particular. So we brought Shef Lang on board to head up our long-range analysis efforts, and really dig into the basic problems of the industry.

**What do you think of Maine Central President Spencer Miller's proposal for combining all U.S. railroads into a single company?**

**AILES:** I'd rather see him try that in New England first and see if it will work. I recall a study done by Kent Healy up at Yale a few years ago in which he talked about the diseconomies of size and scale in the railroad industry. You wonder how in the devil you really solve any problems by trying to put them all in one pot.



**RICHARD E. BRIGGS,** former executive director, ASTRO, heads up the AAR's new Office of Information and Public Affairs. James A. Schultz, vice president, public relations, was dismissed and his title abolished.

## AAR'S 1973 RESEARCH BUDGET

| Major Programs | In-House Activities | AAR Contribution to Research Contracts and Matching Funds |
|---|---|---|
| 1. Track-Train Dynamics | $125,000 | $200,000 |
| 2. RPI-AAR Coupler | 42,000 | 50,000 |
| 3. RPI-AAR Truck Car | 42,000 | 50,000 |
| 4. RPI-AAR Tank Car | 15,000 | 30,000 |
| 5. AISI-AAR Rail | 110,000 | 50,000 |
| 6. RPI-AAR Wheel | 35,000 | 25,000 |
| 7. Loco. Cab Safety | 0 | 20,000 |
| 8. Adv. Braking Systems | 0 | 20,000 |
| 9. Loco. Emission Study | 15,000 | 50,000 |
| 10. RPI-AAR Yard/Terminal | 7,000 | 30,000 |
| 11. Freight Car Distribution | 25,000 | 10,000 |
| 12. Loss and Damage | 35,000 | 20,000 |
| 13. Adv. Coupling System | 15,000 | 20,000 |
| 14. Elect. and Signal Syst. | 45,000 | 72,800 |
| 15. Planning Studies | 50,000 | 80,000 |
| 16. University Support | 0 | 40,000 |
| 17. Freight Car Concepts | 15,000 | 0 |
| 18. National Network Studies | 2,000 | 0 |
| 19. Intermodal Studies | 1,000 | 0 |
| 20. Human Factors | 4,000 | 0 |
| TOTAL | $583,000 | $767,800 |
| Test Activities | 331,000 | 0 |
| Other Programs and Activities | 224,091 | 0 |
| | $1,138,091 | |

**GRAND TOTAL AAR RESEARCH BUDGET— $1,905,891**

## RESULTS OF 1972 RESEARCH PROGRAM

**1.** Completion of the first major phase of the RPI-AAR Tank Car Safety study;

—A final draft report with recommendations for cost-effective solutions has been circulated for final approval and subsequent distribution.

—RPI has contributed about $600,000 for the $180,000 expended by the railroads. FRA has committed about $500,000 to major testing programs required for completion of the project.

**2.** Organization of the RPI-AAR cooperative coupler safety program. RPI will match funding and manpower expended up to $50,000 and two man-years per year. The project was initiated in April 1972.

**3.** Organization of the RPI-AAR cooperative program on truck component safety. The Truck manufacturers will match AAR expenditures up to $50,000 and two man-years per year. This project was initiated in May 1972.

**4.** Development of a research program on rail, including studies on lateral stress in track and flaw propagation in rail. Explorations are in progress directed toward an AISI-AAR cooperative rail program.

**5.** Completion of the Southern Pacific-AAR program planning study on track-train dynamics initiation of research. FRA has indicated support in principle of up to one-third of the program, or about $850,000 per year. Discussions are in progress with RPI to secure an equal amount of support from the suppliers. A project director joined AAR on July 3, 1972. Negotiations with railroads will provide a contributed-time staff of about 15 of whom four are already at work.

**6.** Completion of studies of wheel plate failures and initiation of work on rim failures.

**7.** Completion of basic studies of treatment and retention toilets and adoption of guidelines and procedures to assure railroad compliance with FDA regulations on waste disposal.

**8.** Completion of the ACI label study on causes of misreads and continuing support of research on label maintenance and new label materials.

**9.** Progress on the C&O/B&O-AAR program planning study on yards and terminals with completion scheduled in early 1973.

**10.** Completion of guidelines for testimony on smoke emissions and initiation of SP-AAR research on smokemeters scheduled for completion in 1973.

**11.** Completion of preliminary study of tare weight problems and continuing study of alternative courses of action.

**12.** Development of research plans for study of loss and damage initiated in July 1972.

**13.** Completion of preliminary study on freight car distribution.

**14.** Completion of a variety of test procedures and associated equipment for hand brake testing, coupler centering device testing and roller bearing seal testing.

**15.** Initiation of studies on improved braking systems.

# Watching Washington

REID BEDDOW

## HIGHWAY FRACAS

This year's troubled highway bill was a good illustration of what *might* have happened to a Surface Transportation Act bill had it reached the floor of either house amidst the last minute rush to adjourn. No highway measure has in fact passed this Congress, thus jeopardizing ongoing construction programs in several states. What happened was this: The Senate passed a version which included an $800-million diversion from the Highway Trust Fund for mass transit. The House, in passing its version, resoundingly defeated any diversion at all. Thus at odds, the two houses in days of conference committee meetings deadlocked on a compromise. Finally, the conferees on Oct. 18, the last day of the session, hammered out a plan wherein the Trust Fund would remain sacrosanct, but $400 million from the Treasury's general fund was allocated for relief of transit system operating deficits. ($100 million in Fiscal 1974, $300 million in Fiscal 1975).

The new draft also increased UMTA capital grants to 80% of cost, instead of the present two-thirds; and it added $3 billion to the amount of contract authority which UMTA can disburse through Fiscal 1975—$3 billion more than the present authorization contained in the UMTA Act of 1970.

Most importantly for rails, the compromise bill authorized $375 million to remove grade crossing hazards through Fiscal 1975. The final plan also approved a $36-million DOT demonstration in Springfield, Ill., and a $9.5-million one in Lincoln, Neb., to remove trackage from city centers.

Though the compromise was passed by the Senate on Oct. 18, the House, unable to achieve a quorum, adjourned without action on the bill. Transit groups and state highway bodies are now screaming. It seems likely Congress will make an omnibus highway bill its first order of business in the new 93rd Congress

## VOLPE CHANGING HIS MIND ABOUT LEAVING?

For all its disappointments, the highway fracas did give rise to two good Washington stories. So angry was DOT Secretary John A. Volpe at the House refusal to go along with the Administration's diversion efforts that he declared he would not, as anticipated, resign later this year. Instead, Secretary Volpe told aides, he would stay on another year and fight for diversion in the next Congress. Despite the Secretary's *brio*, for which he is justly famous, DOT insiders say Mr. Volpe's departure is still likely.

The other story concerned Sen. Edmund Muskie (D-Maine) and Rep. John C. Kluczynski (D-Ill.), chairman of the House Roads Subcommittee. Both were conferees of the troubled highway bill and at such cross purposes on the subject of diversion that they were, said wags, "Poles apart on the question."

## REVENUE SHARING COULD BE BOOST FOR TRANSIT

Some 38,000 state and local governments will soon be getting their first checks under the $30.2-billion Revenue Sharing Act. The money must go for "priority expenditures"—and high on the Treasury Department's approved list is public transport.

## Tear it up? No, BN is laying it down

Not all changes on the railroad map stem from line abandonments—as Burlington Northern is proving, with plans to build the longest piece of new railroad built in the United States since 1931.

BN has filed with the ICC for authority to put in a 126-mile line through the Powder River basin in eastern Wyoming to serve new low-sulphur coal mines. Cost of the line is estimated at $32.5 million; grading will begin next year, with completion scheduled for 1975. The route will be from a point near Gillette to Douglas, and will link BN's two mainlines through Wyoming.

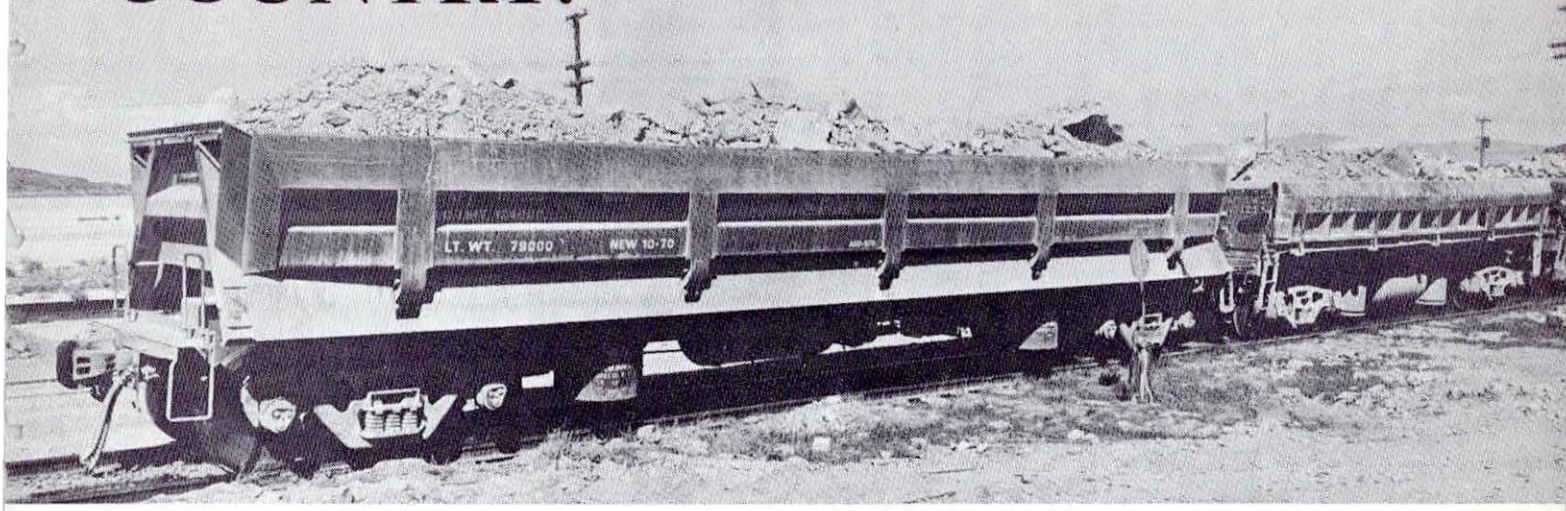
Known coal reserves in the area add up to about eight billion tons. The route chosen by BN parallels the eastern edge of the major coal deposits; short spurs will be built as needed to reach new mines. The line itself—running through four counties with a total population of only about 30,000—will have minimum curvature and 1% maximum grades.

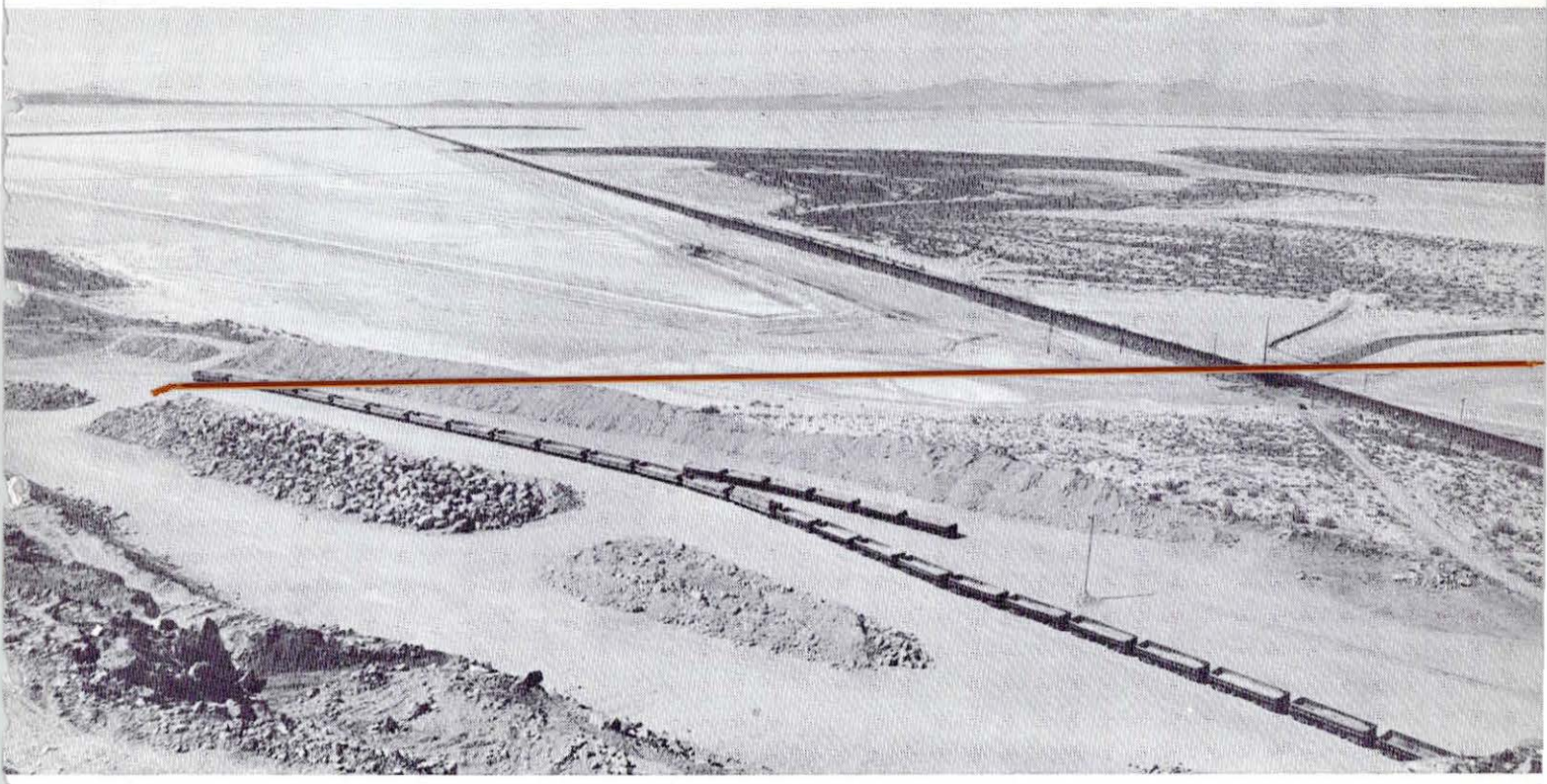
BN President Robert W. Downing called the need for the new line "fresh evidence that the nation's need for low-sulphur western coal is going to continue to increase rapidly. BN currently is operating 43 unit coal trains weekly—where five years ago we were running only eight."

Not since '31 has a railroad put down this much new track to open new territory. In that year Santa Fe laid a 331-mile stretch in Texas and Great Northern completed its 158-mile extension from Oregon into California.

With coal and grain traffic growing steadily, Burlington Northern will be getting a head start on its 1973 equipment program. Orders totaling more than $26 million have been placed, for 30 road freight diesel-electric units, 15 switching units and 650 box cars, all for delivery (except the switching units) this year. Early in December BN's directors will consider additional equipment and property programs.

# DIFCO TAMES MAINTENANCE OF WAY IN GREAT SALT LAKE COUNTRY!



Maintenance of Way on Southern Pacific's Great Salt Lake road calls for a rugged, dependable dump car system that can help minimize time, labor, movement costs. That's why Southern Pacific added forty DIFCO fifty cu.-yd., 100-ton capacity air side dump cars* to its old fleet of thirty cu.-yd. cars. The DIFCO fifty-cu.-yd. car shown at left offers 60% more payload per car than the smaller model shown at right—with no increase in work operations!

Designed for dumping to either side, the DIFCO dump car body tilts to a self-cleaning fifty degree angle in just seconds. And the automatic down-folding door assures maximum load cast accuracy—speeds up the job and keeps tracks clear!

This is one more example of railroad companies enjoying greater efficiency with DIFCO air side dump cars. Your DIFCO representative can help explain how to put DIFCO efficiency to work for you. Call, wire, or write today.

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Remote Controlled DIFCO Loco Trains • DIFCO Payload Locos • Differential Air Dump Cars • "AXLESS" Truck Mine Cars • Locomotives • Rotary Car Dumpers • Wagon Trains

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# C&NW's instant information service, using a computer and telephone facilities, can locate any car on the line in seconds.

Chicago and North Western tracks on any given day carry between 50,000 and 60,000 freight cars.

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Then, computerized reconsignments and diversions of shipments.

And instructions to expedite one particular car in a train.

The goal of all this effort, of course, is to optimize car usage through the proper mix of computers and communications.

For details of how communications can help improve your operations, call your local Bell Company Communications Consultant.

We are always looking for new ways to make the telephone work for you.

And put instant information at your fingertips.

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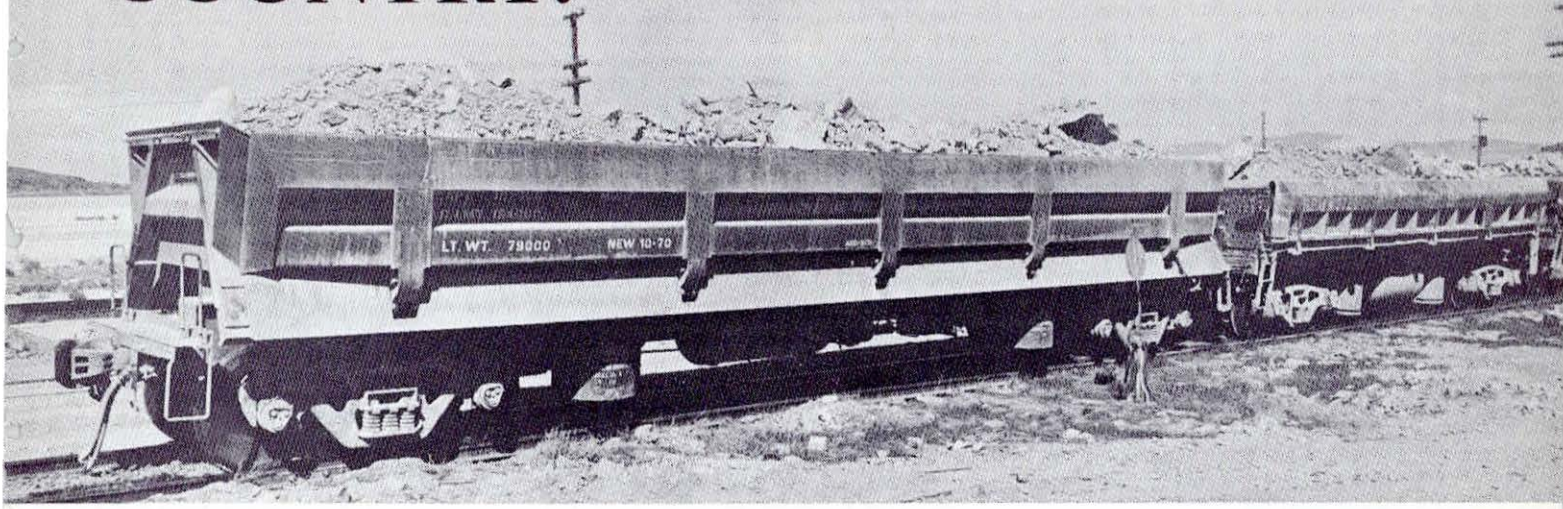


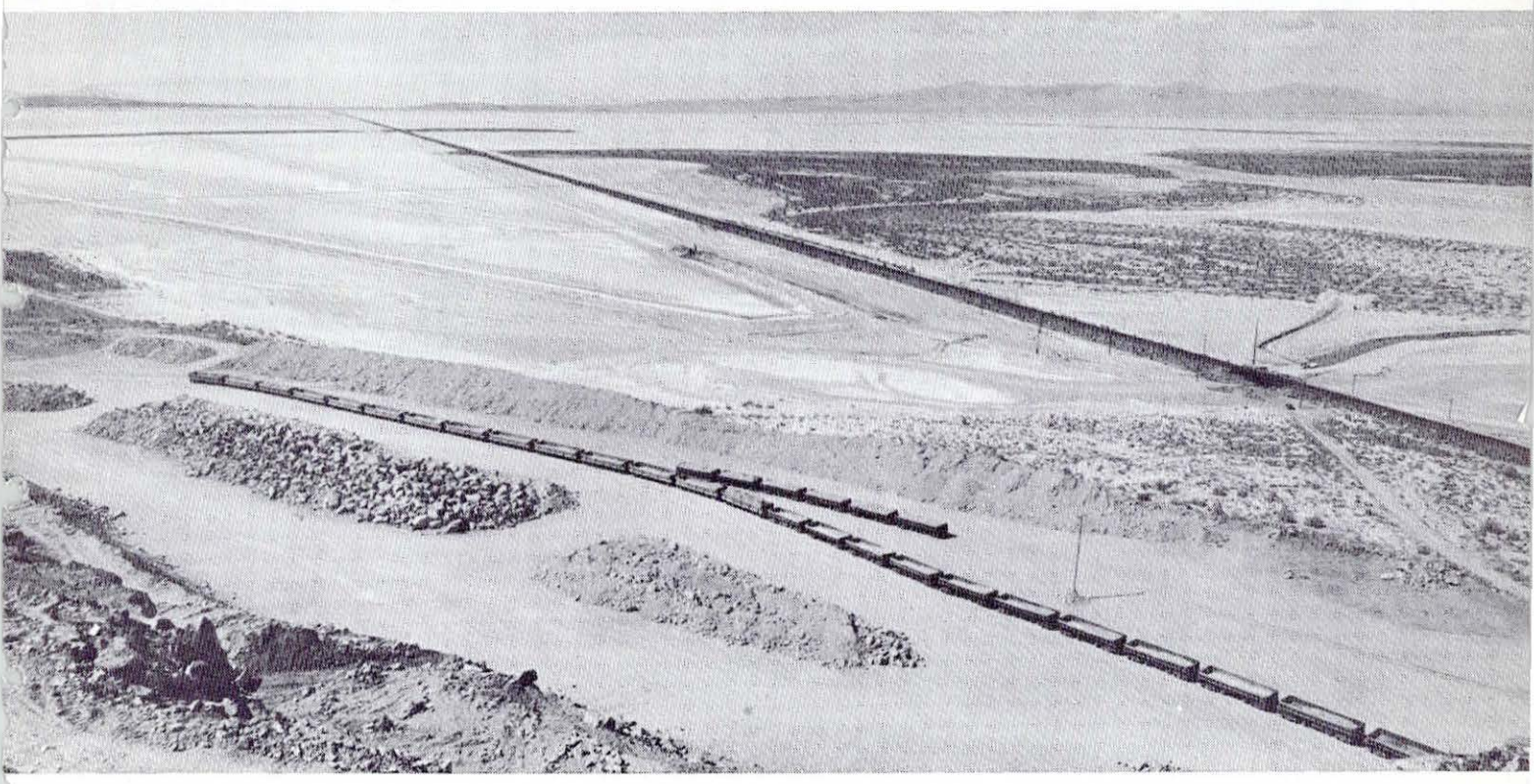

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# Lines on Labor

GUS WELTY

### WHAT'S UP AT C&NW?

In some ways, today's Chicago & North Western just might be one of the most interesting places to work anywhere in railroading. North Western, of course, is the employee-owned railroad—with its 1,000-or-so stockholders split roughly 60/40 between officers and employees covered by union contract. One of the most enthusiastic of these stockholders is President Larry S. Provo. And, as Provo puts it, things are different on the new North Western. For one thing, there seems to be more of a team spirit: "One good result of employee ownership has been to further lower departmental barriers. Departmental empires can be guarded jealously and expensively, and corporate manners almost require that one department shall not trespass into another's realm. But this does not describe our new company." Why not? Well, Provo says, "the officers of this company have their own money on the line—very substantial sums of money. And believe me, now when an officer feels that the head of another department is fouling things up, he doesn't hesitate to challenge him—directly, and sometimes rather colorfully."

### AND WHERE IS NORTH WESTERN GOING?

As Provo sees it, "We have almost unlimited options open to us. . .It's a whole new ball game. We're under no pressure to public shareholders clamoring for dividends. We own the entire railroad, lock, stock and barrel. Everyone who invested understood that there would be no cash dividends for at least the first five years of the company's existence and that for another five-year period dividends would be restricted to a maximum of 8% of the capital paid in by the employees."

Or, to sum it up, "Our opportunity to experiment is a tremendously exciting prospect. What chief executive in the country wouldn't like the opportunity to operate under such conditions?"

### AND FINALLY, HOW ABOUT C&NW'S PEOPLE?

Larry Provo talked about North Western at the annual meeting of the Railroad Personnel Association—and he made it pretty clear that the pressure's going to be on C&NW'S own personnel people: "It would be difficult to overstress the importance of the role of our personnel department in all of this. After all, we're 100% owned by our employees. And one of the keys is learning how to motivate people. . .to have them want to be more productive. . .to provide job enrichment." At C&NW, personnel means a lot of things—employment, compensation, organization, manpower planning, evaluation, appraisal and training, plus medical, security, safety, freight claim and loss-and-damage prevention and train accident prevention. But, says Provo, in a relatively short time—a bit more than five years—the department has made its mark. It has shown solid accomplishment—and it has won the acceptance of other departments. With that as background, it was not strange that one of Provo's messages to RPA was this: "Too often I get the feeling that personnel as a profession has failed to demonstrate to top management the full contribution it can make. . .You and your profession represent a vital key to the future of our industry. You must persuade management to let you help them."

# Earnings outlook remains cloudy

"Ambivalent" was the word used last week by Southern President W. Graham Claytor, Jr., in describing third quarter financial results for his railroad. While the road's freight volume and revenues were below expectations, net income of $18.6 million was the highest ever in a third quarter. Earnings before Federal income taxes trailed those in 1971 by 4.4%. Claytor called this decline "disturbing," and attributed it to increased expenses, primarily wages, and to the failure of the Interstate Commerce and Price Commissions to take favorable and timely action on the railroads' rate increase application which had been pending since early in the year.

The ICC on Oct. 5 authorized maximum increases of 6% on traffic moving wholly within the East, 4% on intraterritorial traffic in the South and 5% in the West. It noted, however, that for railroads to achieve a 6% annual rate of return they would need a 15.8% rate increase and that even that "would not provide sufficient revenue" for the Eastern District.

William F. Betts, AAR vice president, economics and finance, said the new increases would not be enough to meet anticipated cost increases in 1973.

Third quarter reports showed improved results for a number of roads, including those hit by work stoppages in July and August 1971. Santa Fe Industries reported transportation revenues were up 10% from a year earlier, as was operating income. While Chessie System gross revenues were down 2% in 1972's third quarter, earnings were $13 million, compared with $2 million in 1971. Norfolk & Western had an increase of 12% in operating revenues and net railway operating income of $26.2 million, up 1%. Seaboard Coast Line Industries' transportation revenues were up 4% to $263 million and income was virtually unchanged.

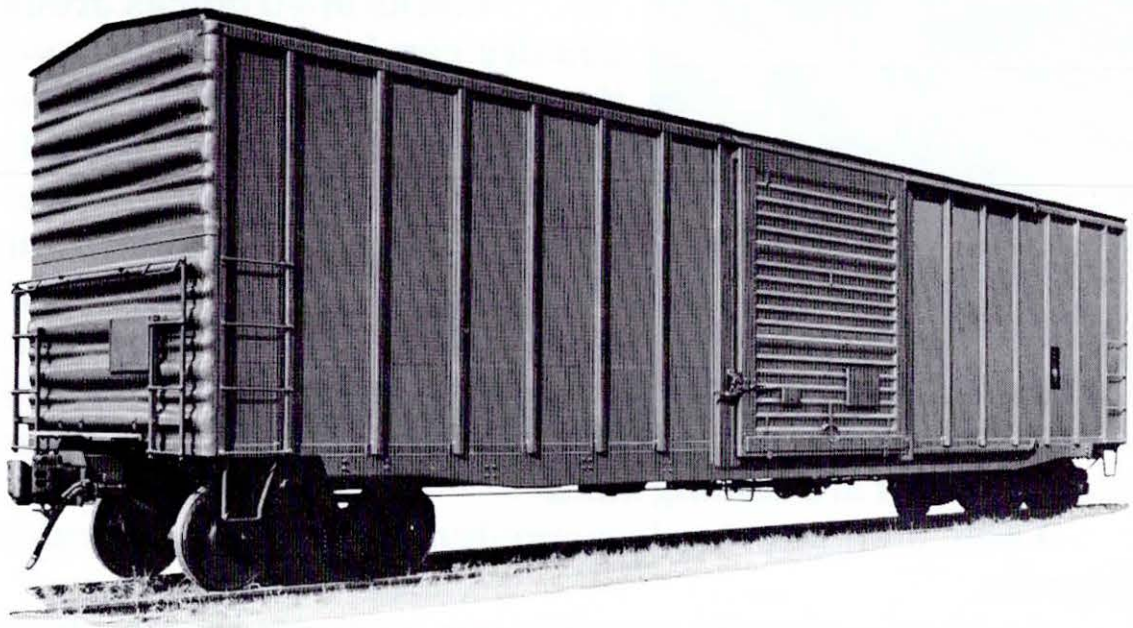
At an Oct. 25 meeting with New York security analysts, Frisco reported nine-months net amounting to $10,378,083, vs $10,080,994 a year ago.

While third-quarter reports were starting to trickle in, the industry-wide figures for the first six months were being made available.

Railroad operating revenues reached $6,632,905,997 in the first six months of 1972, an increase of 2.1% above the figure for the first half of 1971. But operating expenses, taxes and rents rose 2%.

In the 1972 first half, net operating income was $408,739,117, a 3.8% increase over the $393,751,340 in the comparable 1971 period.

# For a limited time we're offering you an unlimited number of boxcars at a 1000 car add-on price.



We're building 1,000 70-ton 50′ 6″ general service box cars.

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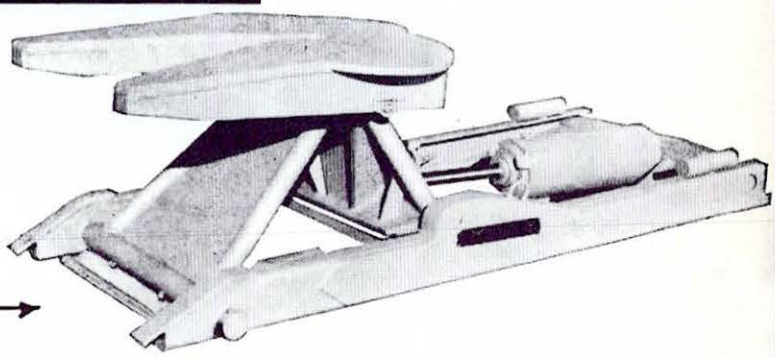

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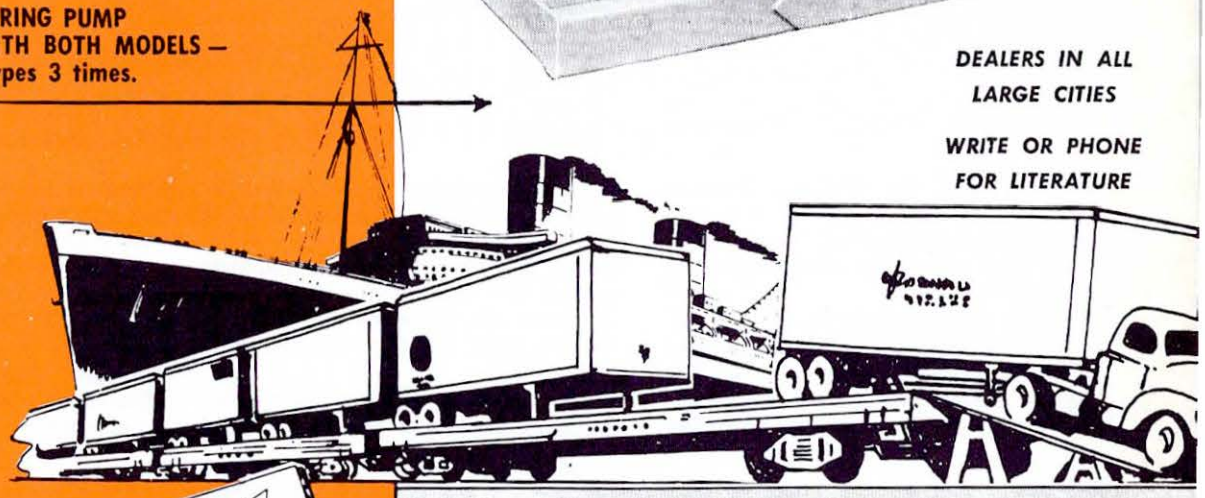

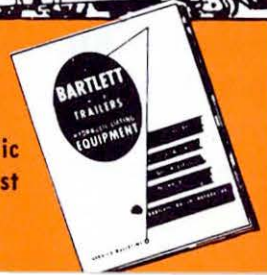


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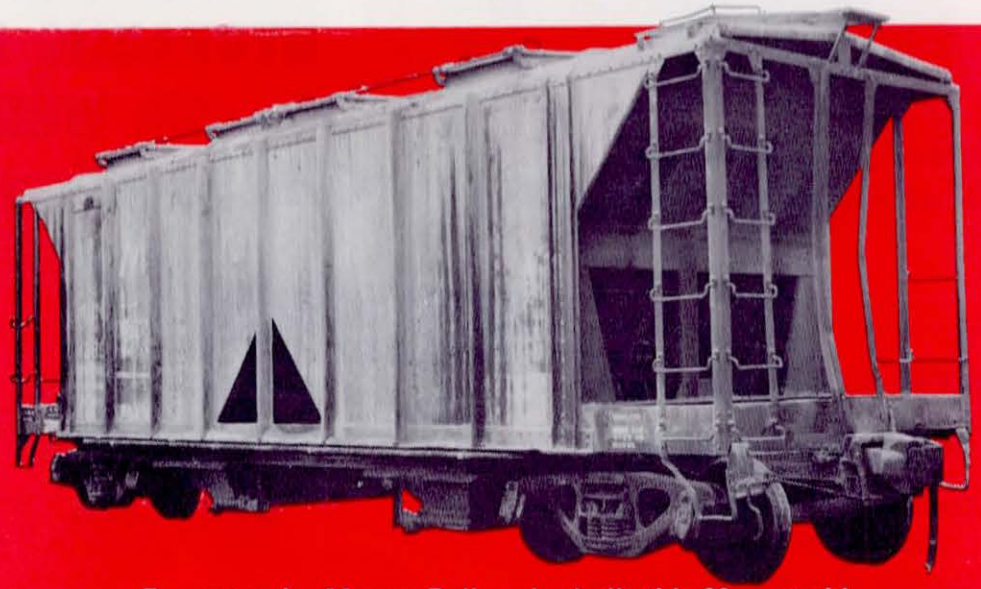

For example, Monon Railroad rebuilt this 20-year old square-hatch car with a Stanray round-hatch roof, a coat of paint and put it back in service, better than ever, at a great savings in time and expense.

Aside from the obvious savings incurred in rebuilding existing cars versus buying new ones, Stanray roofs can even make the rebuilding more profitable.

First of all, our roofs are corrugated. This corrugated design eliminates need for reinforcements. It also means lighter weight and a minimum of assembly work. Another way you save with Stanray is on long range protection. Our integral round-hatch roofs have an extremely low design which deters buildup of corrosive materials around the hatches. So, they'll hold up better over the years than the old-fashion high standing square-hatch roof.

We'll custom build your roof as to material thickness and number of hatches and then give you the option to save additional money. If you wish, we'll ship your roof assembled, including running boards, or we'll knock it down and ship it so that your own people can assemble it.

See why more and more lines are learning that doing business with Stanray is a very profitable way to run a railroad?

**STANDARD RAILWAY EQUIPMENT**
**division of STANRAY CORPORATION**
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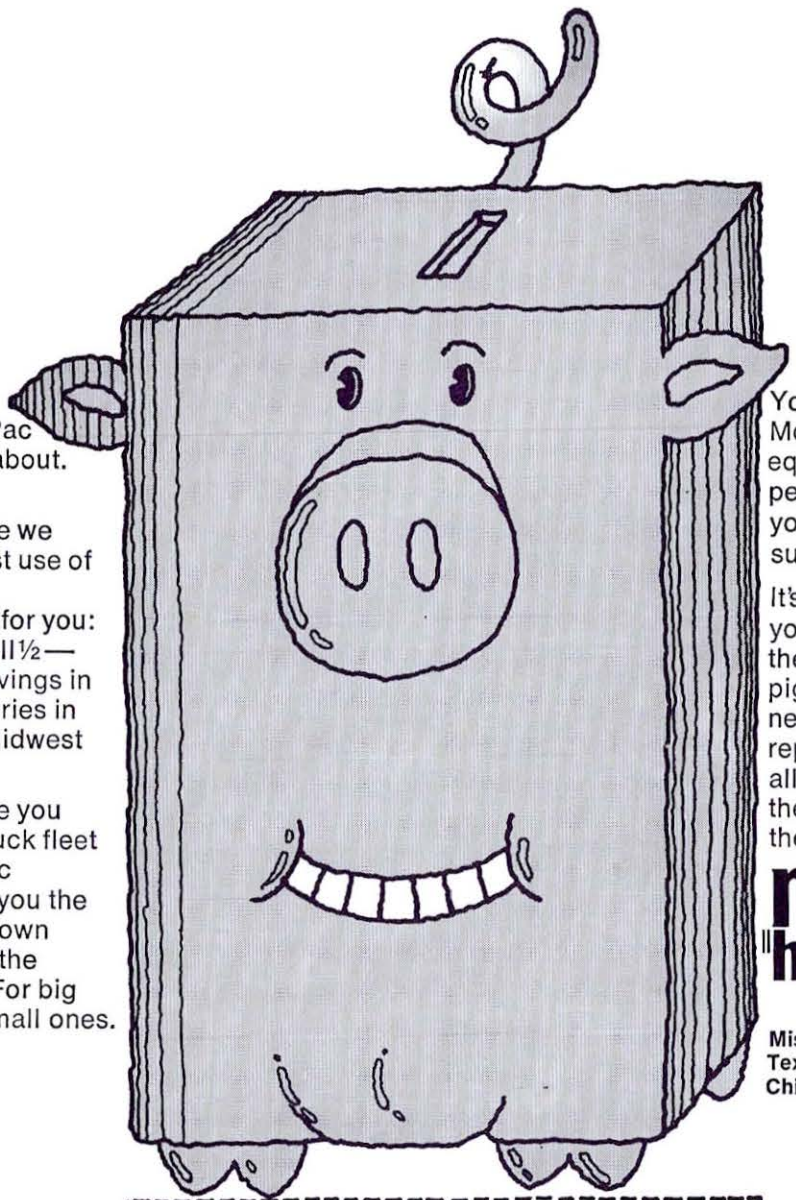

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You save because we can make the best use of all six standard Piggyback Plans for you: I, II, III, IV, V, and II½—now including savings in whole new territories in the Southwest, Midwest and East.

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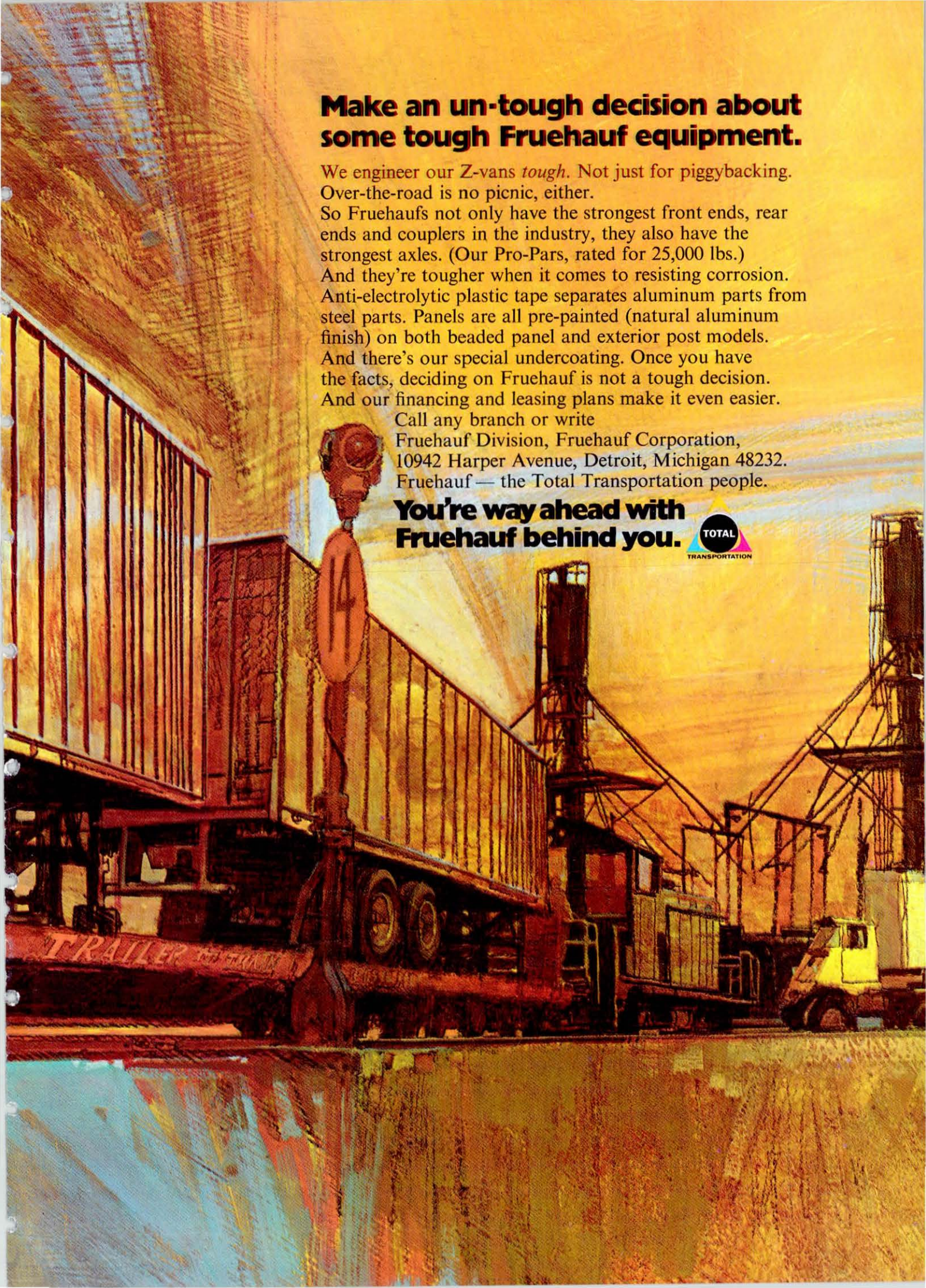
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## Container/Trailer Expandable

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In 1960, RPC introduced its first all-electric push-button container handling spreader. Since that time we have developed practically every conceivable type of container or container/trailer lifting spreader. Today you will find RPC spreaders performing efficiently in both large and small container or trailer terminals — marine, railroad or truck.

Our experience and know-how in this highly specialized area is available to you for either spreader applications to new equipment or to your present equipment.

If your business is handling containers or trailers you should be doing business with the container handling experts. Write or call us (919-599-3141), we or our local representative will check your problem. The chances are good that we now have a spreader design to answer the problem!

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**Midland-Ross Corporation**

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Circle 11 on coupon page 55

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**By squeezing more work out of coal cars.**

In a year, 759 cars haul 12 million tons, mostly to power companies. Utilization like that is why Southern's unit trains—each shuttling continuously for one shipper—can offer fast, efficient, very economical transportation. Important today when 54% of U.S. power generation relies on coal.

Southern innovated the coal shuttle in 1960. We have nine and plan more, along with improvements in hoppers to cut turnaround time.

Unit productivity: more evidence of Southern's purpose all along the line—*to squeeze waste out of distribution.*

Southern Railway System, Washington, D. C.

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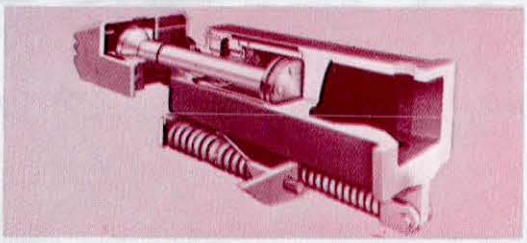
THE RAILWAY SYSTEM THAT GIVES A GREEN LIGHT TO INNOVATIONS

# Our bumper guard helps protect the cars that carry cars.



Energy absorbing bumpers may be new for automobiles, but FreightMaster® end-of-car cushioning is an old hand at helping absorb overspeed impacts. For years, FreightMaster units have been remarkably effective in protecting new cars as they are transported by rail—and at impact speeds far above the 5 mph front bumper capability required on the new autos.

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Your FreightMaster Sales or Service Engineer can show you how the nation's leading railroads and shippers are taking the bumps out of their shipping programs. He'll help you smooth out your problems, too.

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MEMBER RPI AID

# PICK A CARD, MY FRIEND.

When our railroad started, back in 1850, it may have been a game of chance. But it wasn't...it was a sure bet. Hard work and dedication saw to that. Since then, we've concentrated on making the Milwaukee Road one of the best in the business. Last check showed us right on track.

We've given you Carscope*, the Know-it-alls*, the Roaring 90's*, 11 Western Gateways* and finally Portland*.

So, next time our Sales Representative calls on you, tell him what service you need and he'll lay our cards on the table...face up.

The Milwaukee Road. America's resourceful railroad.

THE MILWAUKEE ROAD

*Carscope: Master detective who can locate your freight car in seconds.

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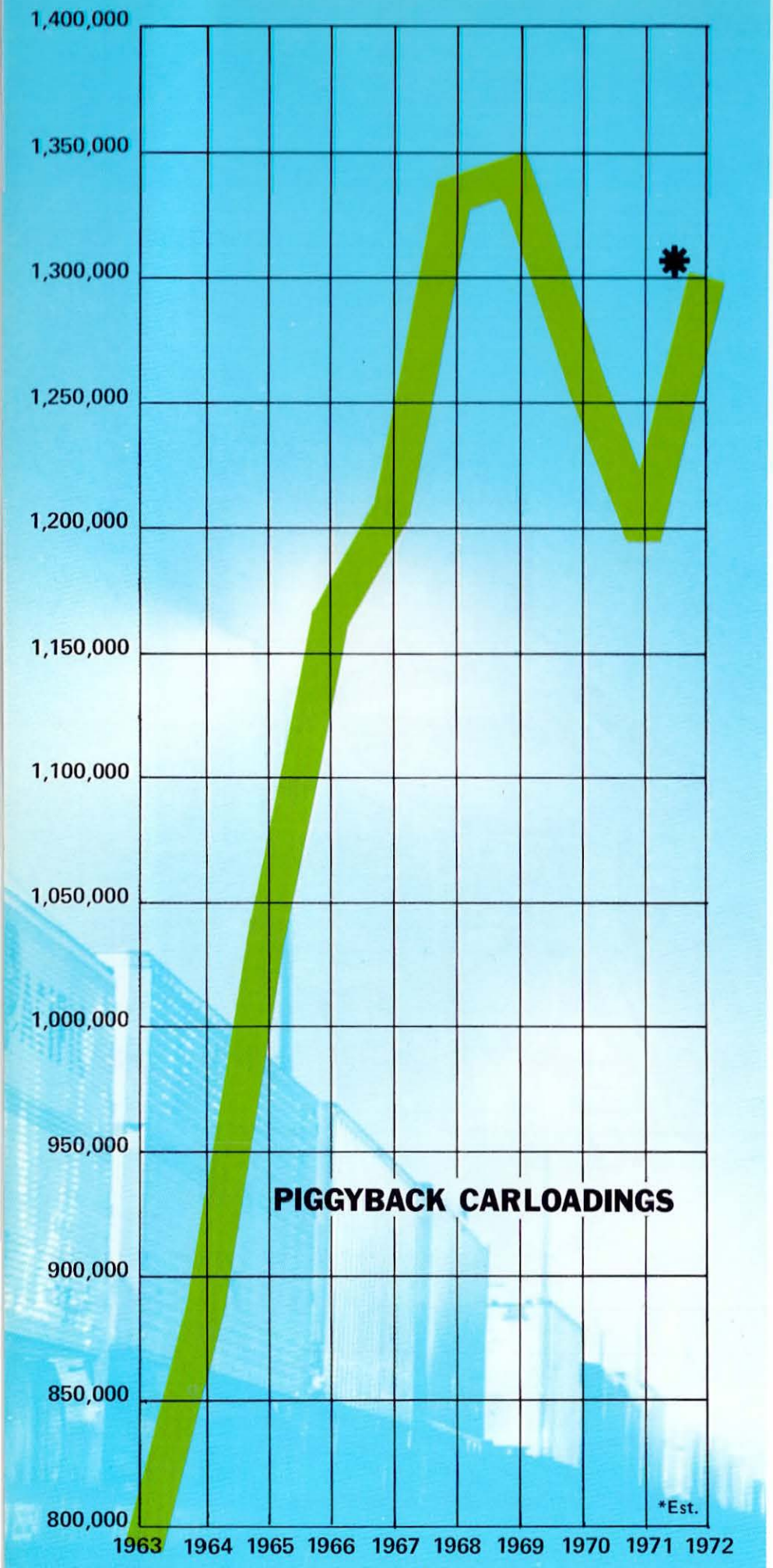



TOFC/COFC

# Piggyback's

By ROBERT D. BARTLEY
Associate Editor

Those who were ready two years ago to pronounce the last rites over piggyback growth should be out burying their own words today. Piggyback—or as some prefer to call it, intermodal—traffic is making a spectacular recovery this year. Carloadings and trailer-loadings for the first nine months are up 9.1% and 12%, respectively, compared with the similar period of 1971. Since the last quarter of each year is, historically, a good one for intermodal business, prospects for 1972 being a banner year are excellent.

What is it that has suddenly restored piggyback to a favorable position once again? Certainly, the rising national economy has to get a large share of the credit. Yet, one can't minimize the effects of labor peace—and importantly the re-commitment of rail managements to the improvement of piggyback service.

Faith in piggyback and its almost sure-fire growth is being exhibited time and again by railroads across the nation. New, high-speed, all-piggyback freight trains are being added to schedules more frequently than ever before. The number of such dedicated trains has gone over the 100-mark, and more are planned. One intermodal department is bombarding its top management team with the kind of research data that might ultimately result in the creation next year of three more dedicated piggyback trains.

The fact that many of these dedicated trains are scheduled for early morning arrival in the terminal to permit pre-10 a.m. grounding of trailers prompted one intermodal manager to observe that "we're close to operating on a commuter-line schedule."

Physical improvements in terminals are getting priority treatment, with the end result being vastly improved service for shippers. Intermodal terminals are being expanded at a brisk pace. New—and much improved—handling equipment has been installed. In some cases, the volume of business has increased to a level where a completely new terminal has become the only answer. Tens of millions have been spent this year to improve terminal facilities.

● **New services.** Some roads are showing their adventuresome spirit by offering new services involving piggyback. Penn Central has launched "Ship-a-Train," a piggyback express service between New York and Chicago. Sub-

# big comeback–and what's behind it

stantial rate reductions are offered when a minimum of 60 trailers are provided for one shipment in a 24-hour period. A return movement within three days will assure even greater savings.

Similar express services embodying lower rates are expected to come on-stream early in November from Norfolk & Western and the Chessie System. These rate reductions reportedly will be offered not only for a 60-trailer minimum shipment but also for 50 trailers and for as few as ten trailers. Phillip Yeager, president of Hub City Terminals, Inc., Chicago, a piggyback consolidator, gives the new PC service an unqualified A-plus. "It's the easiest 'sell' I've seen come along in quite a while. And, I'd have to say that it is the newest thing in piggyback to come along since the introduction of Plan 3 (rate applying to ramp-to-ramp service)."

● **Catching on fast.** Hub City, which was able to gather in 57 trailers for its first Ship-a-Train shipment out of Chicago a few weeks ago (but was still able to realize substantial savings by regarding the 57 trailers as a 60-trailer consolidation), is enthusiastic about the potential of the service and any variations of it. Shortly after the initial run, a Friday shipment totaled 80 trailers, and partly on the strength of shipper enthusiasm, Hub City is planning to expand its use of the PC service from two days a week—Tuesday and Friday—to four days—every weekday but Thursday. "Naturally, a lot of this traffic was already moving by rail," says Yeager. "But, on the other hand, some of the shippers had been sending it over the highway with their own rigs. I know for a fact that a lot of our customers are considering abandoning some of their highway shipments and going to piggyback simply because of the new rates." A rate reduction averaging out to 25% is realized through the new concept. The Chicago-New York run is made in a respectable 23 hours.

Meanwhile, MoPac, always a heavy promoter of intermodal traffic, is fielding "Scatback," a small-shipments promotion program emphasizing the system's capabilities for fast handling of LTL/LCL small shipments. Piggyback as might be expected, is being called upon to play a key role in this program.

● **Up, Up, Up.** All in all, no matter where one goes nationwide, the response to inquiries about intermodal traffic is favorable. Seaboard Coast Line, for example, can point to a 21% increase in revenue trailers handled. And, last year wasn't bad at all for the Jacksonville-based road. Burlington Northern is posting a better than 15% increase in intermodal revenues. Illinois Central Gulf figures on a consolidated basis that piggyback loadings (trailers/containers) are up a solid 22.4% in the first nine months of this year. In the case of ICG, piggyback loadings comprise 5% of the total loadings. MoPac, meanwhile, recorded a 29.9% increase in piggyback loadings in the first three quarters of this year. Union Pacific's trailer and container loadings are up over 16%, and revenues are up 21%.

● **Katy's doing it.** Katy recorded a 14.3% increase and is projecting a 20% increase for the year. The Dallas-based road is setting a target for 1973 of a 30% increase over this year. Plans I and V are showing great promise, and a realignment of the TOFC/COFC sales department, along with addition of a new piggyback ramp, are expected to help the road reach its rather ambitious 1973 goal.

> Aggressive marketing, and a healthier economy, get credit for the turnaround.

More often than not, one will also get a favorable response from the railroads when asking them about container traffic, although not fully as favorable as the one that a TOFC inquiry will produce. COFC loadings are to intermodal loadings what intermodal loadings are to total rail carloadings—quite small, but very promising. But, like intermodal traffic itself, the COFC segment is growing—and it's quite exciting. As railroads expand or build new intermodal terminal facilities, containers often get as much attention as trailers, so far as handling equipment is concerned.

Domestic COFC traffic suffers from displacement of bogies at terminals. This overriding problem will have to be overcome somehow before any real growth in this area will be witnessed. Landbridge and mini-landbridge COFC traffic, meanwhile, are making a significant impact, helped along by the willingness of steamship lines and railroads to cooperate in expanding this type of traffic. Landbridge involves coast-to-coast container movements by rail sandwiched between ocean voyages; mini-landbridge snips off one or the other of the ocean-going segments, with the containerloads terminating on the East or West Coasts.

● **Plan I, too.** Plans II and II½ (and their variations) are where the action is so far as TOFC traffic is concerned. But, several roads are seeing renewed interest in Plan I. Explained one intermodalist: "We're finding more and more common carrier truckers coming to us with their overflow traffic, and they say they'd like to use more piggyback if only their labor contracts would allow them. This overflow traffic has great potential for us, I believe, because the trucker's labor costs are eating him up and he wants to use piggyback because it's cheaper for him."

At Penn Central, a big push is on to increase its piggyback—or TrailVan—traffic. The main thrust is at removing traffic from highways and placing it on PC's "highway." Ship-a-Train is expected to be a big factor in this growth. TrailVan traffic is up 18.9% over what it was at this point last year, and mail and express traffic is up close to 10%. And, says W.H. Moore, PC president: "The increase in our piggyback traffic we've achieved this year is only the beginning. We also believe we can double our TrailVan traffic in the next several years—despite the fact that we handled well over 400,000 piggyback loads in 1971, which was almost 21% of that handled by all railroads in the nation." PC contributed almost a third to the increase in the industry's piggyback traffic this year, he added.

● **'73 may be bigger.** The general attitude toward intermodal operations is probably as bullish now as it has ever been. The outlook for the weeks ahead could not be brighter. And, 1973—at least the early part—is being looked forward to with a great amount of enthusiasm. After mid-year, labor negotiations could change the picture.

Shippers seem to be leaning more toward using TOFC/COFC because, among other things, it is a good service. And, many roads that were a bit hesitant in the past two years to invest in the facilities are now committing funds to improve operations, especially those in terminal areas. "We know that shippers are expecting better service out of piggyback than they might get elsewhere among our rail services," said one intermodal manager. "I'm getting calls from shippers when a trailer is just 15 minutes late in being grounded. I can remember when box cars would sometimes be three days late and we'd never hear a word."

TOFC/COFC

# For TTX cars, "home" is where the

Picture, if you will, a week without Trailer Train.

Stripped in that hypothetical week of upwards of 31,000 TTX piggyback cars, COFC/TOFC shippers would find themselves searching far and wide for other ways of getting as many as 50,000 trailerloads of goods to market. Imagine the confusion and congestion as these trailers are unleashed for a full week on the nation's highways, byways and already crowded expressways. In all likelihood, many loads—beef carcasses out of Sioux City, Ia., plastics from Midland, Mich., paint made in Cleveland, fresh produce grown in Bakersfield, Calif., and thousands of others—would never leave the shippers' docks.

Visualize the chaos in Detroit, Dearborn, St. Louis, Kenosha and other places where automobiles are assembled—and shipped. Normally, at this time of the year about 100,000 new automobiles—the equivalent of one-half of a week's production—are shipped by rail, mostly on auto racks riding on 20,000 Trailer Train flat cars.

Furthermore, automobile frames, farm machinery, plywood and plasterboard for new homes, and a host of other products that normally move aboard special device cars in the TTX fleet would surely be delayed, if not stranded altogether.

It's pretty obvious that Trailer Train, although a mere teenager which placed its first flat car in service on March 17, 1956, has become not only an important part of the national transportation scene, but a vital one. An original fleet of 500 75-foot piggyback flat cars has grown in size—and versatility—to one that today numbers almost 61,000. Orders placed last month for 792 cars will soon swell the fleet to over 61,000 cars. Interestingly, because of their high utilization factor (cars average better than three times the national daily average for railroad cars generally), these cars have the productivity of 180,000 ordinary cars.

The "no home" feature of the TTX carpooling concept is one of the important reasons for higher than average fleet utilization. Unlike cars owned directly by railroads, which are required by Car Service Rules to return in the direction of their "home," TTX cars can be unloaded and promptly reloaded and moved directly to their next destination. A Trailer Train car is at home wherever it is next needed.

Although Trailer Train's equipment acquisition programs were reduced to meet depressed national economic conditions in the past couple of years to an average of about 1,500 cars per year as compared with earlier average additions to the fleet of about 6,000 per year in mid-1960's, this doesn't mean that the company's growth period belongs to history. On the contrary, Trailer Train seems to be entering a period of maturity, a period of perhaps not superspectacular growth but surely of firm and carefully-ordered growth.

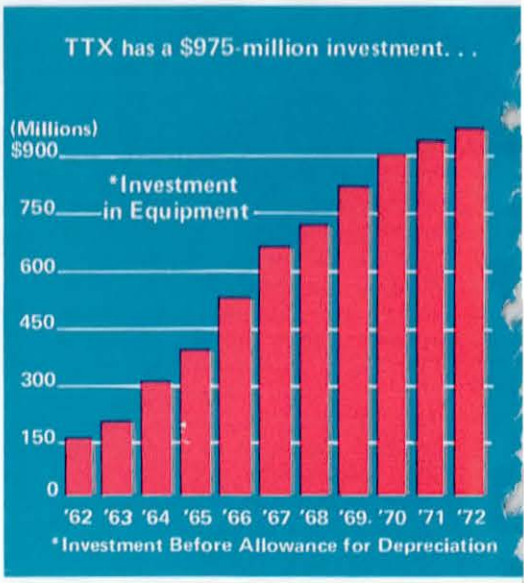
Another reason for reduced purchases of new cars has been a concentrated effort to squeeze increasingly greater utilization out of the existing fleet. In a new program initiated 2 years ago, the company employed Utilization Supervisors to work closely in the field with railroads to assure that cars are used to the fullest advantage.

● **Easily convertible.** Still another unique feature that helps satisfy increased car demand is the versatility designed into the cars themselves. For example, new demands for piggyback cars can be met by converting former auto-rack cars for TOFC service at relatively little cost.

These cars are becoming available, Curtis D. Buford, Trailer Train presidents, points out, not because of a drop in the number of new automobiles moving by rail, but because of the vastly improved utilization of rack cars. Unit trains of new automobiles and auto parts, like Ford's FAST trains and the ones serving General Motors, are creating faster equipment turn-arounds with the result that fewer rack cars are needed to perform the same amount of work. Rail's share of the intercity new car transportation market is holding steady around 50%, and Buford sees it increasing to perhaps 65% some day, but the rate of increase will naturally be slower than during the early and mid-60's.

The dedicated flat-car train—whether it be in automobile or piggyback service—is a key factor in improved car utilization, says Sheldon Landy, TTX's Director of Development Planning. "Hardly a week goes by that another dedicated piggyback train has been added. We're seeing more and more evidence that railroad top management is coming out stronger than ever in favor of piggyback," says Landy.

*(Continued on page 36)*



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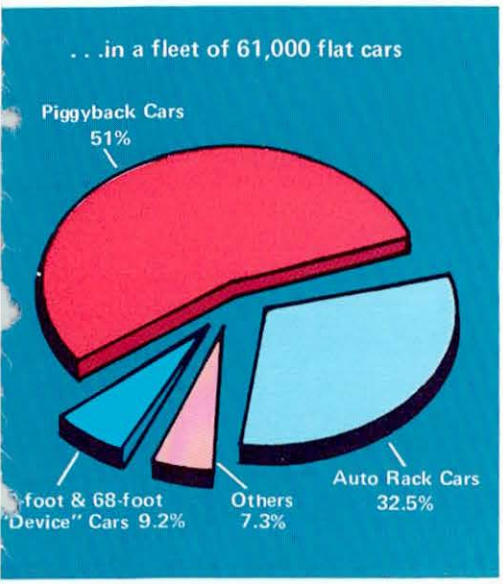
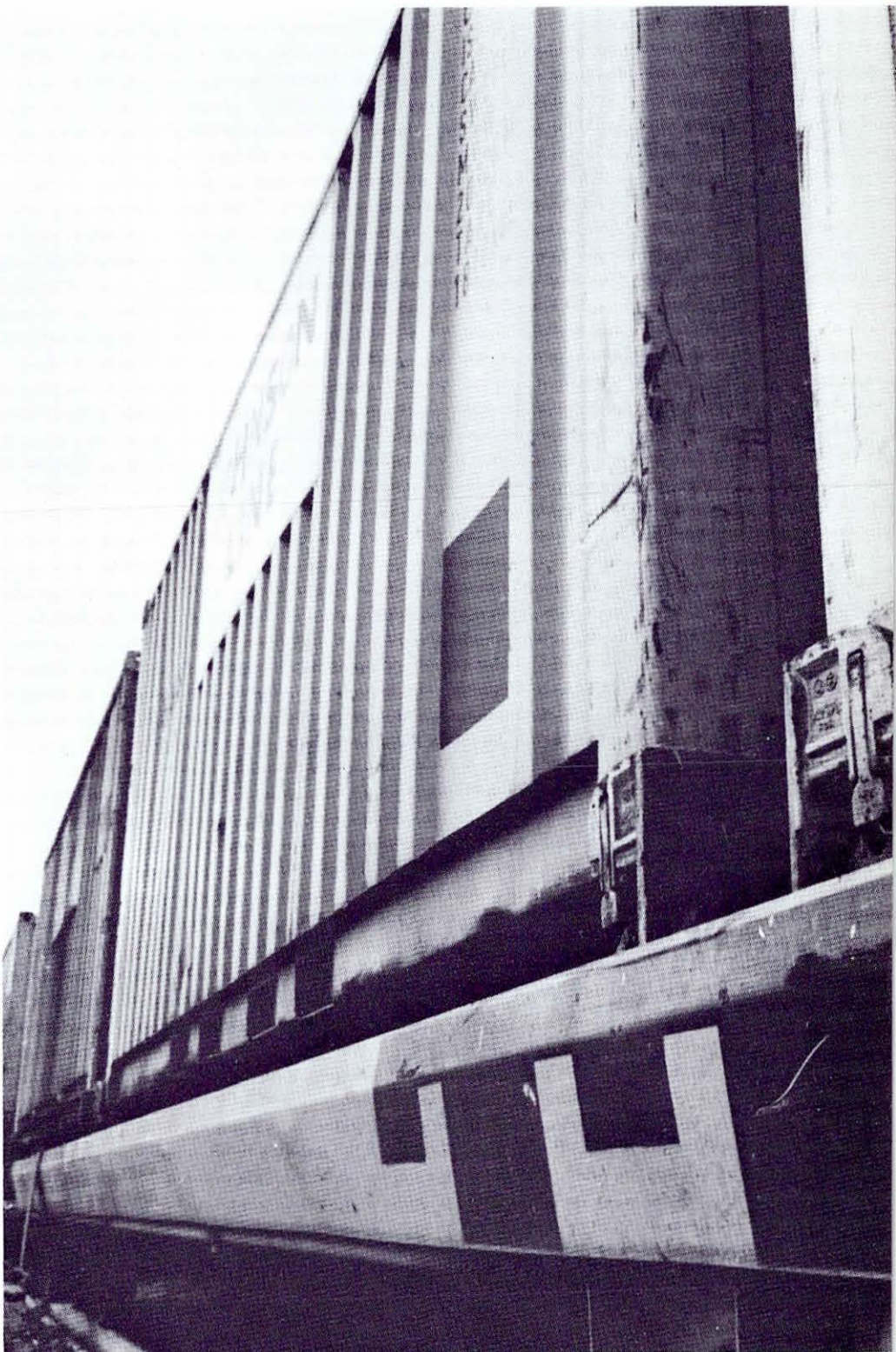
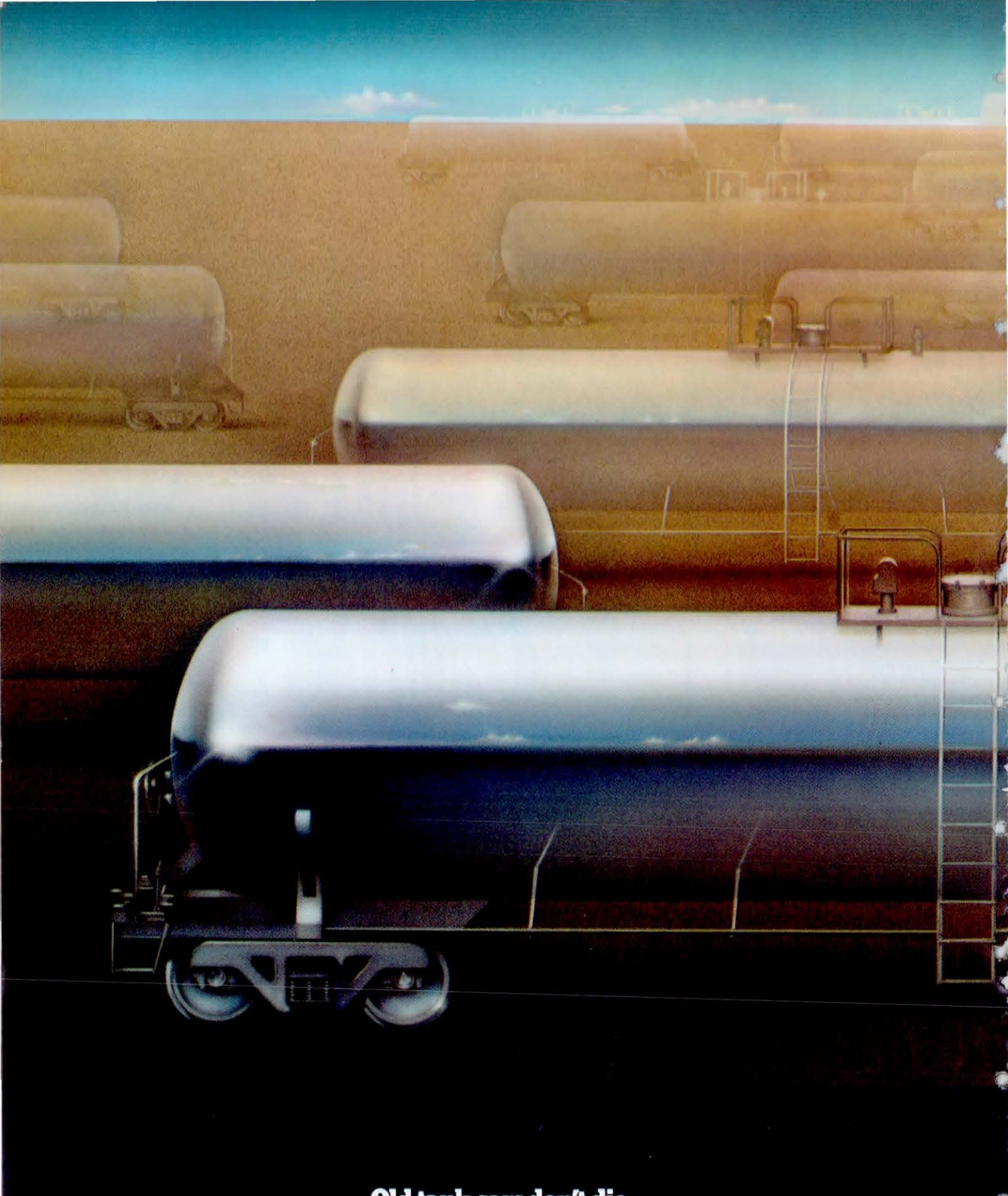





**WHETHER HAULING TRAILERS** (left) or containers (above) or performing another of the many other chores for which they care called on, TTX cars, promptly upon unloading, can move toward the next load. The "no home" carpooling concept means that 60,000-plus TTX cars can do the work of 180,000 ordinary cars.



**Old tank cars don't die,
they just slowly depreciate.**

When you own your own fleet of tank cars, you make certain people happy.

Like your tax man. Even though you may tie up millions, he can make the depreciation look very lucrative over a period of, say, ten years.

Like your maintenance staff. As long as you own your own cars they can repair them and keep them looking nice.

Like the folks in accounting. One of the joys of owning your own is keeping on top of the paper work.

Like top management. A thrill for them is the challenge of keeping the tank cars filled.

If this is for you, fine, we'll gladly sell you tank cars.

On the other hand, you can lease all your tank cars from us. (Not to mention ships and terminal storage facilities. Important leasing services to have available during the current energy crisis).

Leasing from us saves you the investment, frees you from maintenance, traffic and accounting headaches, and gives you the flexibility to use only the tank cars you need.

Thus, owning no tank cars at all should make everyone happy. Except for the man behind the ledgers.

But whoever heard of a happy tax man anyhow? GATX

General American Transportation Corp., Chicago, IL 60680

*(Continued from page 33)*

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● **$40 million this year.** In 1972, Trailer Train will finance about $40 million of new equipment acquisitions of which about $28 million will be financed under lease financing arrangements. "We plan to continue to do as much of this type of financing as will be permitted while continuing to improve our debt/equity ratio from year to year," adds Reichert. "Lease financing is, of course, off-balance sheet financing and it is tantamount to 100% financing because there's no down payment. We compute our debt/equity ratio as though the financing were on the balance sheet, and if our projections show that we can accommodate a specific amount of lease financing while maintaining our objective of improving our D/E ratio, we will do so. In this way we make optimum use of the economic benefit now."

● **Emphasize long range.** "Changes in financial policy are worked out with the guidance of our newly structured 10-member finance committee of the Board of Directors," says Buford. The committee's review of financial matters and its recommendations to the board of directors enable the board to focus more quickly on financial issues and devote more time to a wider range of policy matters, Buford notes. One of the important areas of the finance committee's focus is in longer range financial planning of the company's condition, operating results and cash and tax positions. This plan establishes direct individual accountability for performance of the business plans provided by operating and staff managers.

Federal legislation that might produce loan guarantees—or equipment obligation insurance—is being watched closely by Trailer Train. But, it's more

**"Top management's support of piggyback is stronger than ever."**

**—Sheldon Landy**
**Director of Development Planning**

Trailer Train's equipment maintenance program has long been regarded as a model system, and it has always placed special emphasis on preventive maintenance. The high-mileage piggyback flat cars are usually scheduled in for heavy repairs every seven years at commercial car repair shops strategically located across the country. Meanwhile, auto rack cars are in an eight-year maintenance schedule and "special device" cars, every 10 years. "This maintenance procedure may be on the verge of changing to reduce and better control costs," advises A.O. Taylor, Chief Mechanical Officer. "Our data processing people are working hard to provide us with the type of information that is needed to put our maintenance on a mileage basis. Right now, it's possible that some of the cars in the seven-year cycle are below normal mileage for that type of car."

● **MIS build-up.** Like the railroads' management information systems, which are making invaluable contributions to their marketing, Trailer Train's own 370/145 IBM system is contributing mightily to the company's strengthened position with the railroad industry under the guidance of R.E. Shelgren, director of Management Information Services. "We have been able to develop a lot of improvement programs as a result of the reorganization and build-up of our management information services earlier in the year," says Buford. "We are even working on a program that will identify the life of car components."

Aside from stressing standardization and simplification of car designs, Trailer Train has long sought greater longevity of the components that form the cars. "Because of the type of utilization our cars get, we continually direct our efforts toward improving various aspects of the cars," says R.H. Brodeur, director of engineering and research. "We've been buying components made to AAR standards, although we are continually striving through development of improved standards to promote even greater durability for our cars without departing from our current standard configuration."

● **Focus on maintenance/training.** Utilization depends to a great extent upon how well car components are maintained by railroad repair forces and on how carefully shippers care for the equipment while it is in their hands. In recent years, Trailer Train has been making available to railroads several hitch instruction cars aimed at showing ramp repair forces and loading personnel how to make minor repairs on all types of hitches and also how to properly secure trailers aboard these hitches. An inoperable hitch can, of course, render a long piggyback car only one-half effective. The five hitch instruction cars provided by Trailer Train have already made the rounds of the railroads, and the program is being maintained on a continuing basis. Beyond improving the design, use and maintenance of existing components, Trailer Train is also looking into new basic component areas. For one, a truck designed and in use in Europe is being studied for possible use on new TTX equipment.

Actually, Trailer Train is taking a long, hard look at the future role of flat car traffic and the part its growing car fleet will play in the fulfillment of this role. TTX management continually reviews the best means to handle longer, wider and heavier trailers and containers. "We're doing a lot of research to determine what the trends—five to ten years out—are in the business," states Buford. "The time is at hand where if anything has to be done about changing the car design to meet future needs, now is the time to be thinking about how to do it."

● **Close liaison with railroads.** Trailer Train is, in fact, working closely with its owner roads in determining the needs of the future in flat car equipment. The marketing, or commercial, parameters of this equipment are being developed and then they will be translated into revised engineering designs. Along the way toward development of the data that is to be turned over to the engineers, the owner roads are discussing the needs of the future with industrial shippers, common carrier truckers, steamship lines, piggyback consolidators and anyone else who might some day see the need to ship by flat car.

Keeping an eye on the future—10 to 15 years off—is an economic necessity for Trailer Train. "You must remember that when we put a new car in service, we've got to figure on its having a lifespan of 20 years," says Landy. Little wonder, therefore, that Trailer Train places such strong emphasis upon planning. You can look at today's equipment and see how the planning of several years back is paying off. For example, auto rack cars are being converted to piggyback service with relative ease and agricultural implement cars are being made from earlier generation auto frame cars at very low cost. It is in the equipment that you see the real genius of Trailer Train. It's the goal of today's TTX management to see to it that the same thing can be said 20 years from now when this rather spectacular teenager is a mature middle-ager.

or less a wait-and-see attitude. If any such legislation is enacted, Trailer Train is optimistic that it "may provide another means to reduce costs of financing future acquisitions of flat cars needed by the industry."

A wait-and-see attitude is also being maintained at TTX headquarters toward suggestions made from time to time by industry observers that TTX's car-pooling concept should be expanded to take in other types of freight cars. Buford notes that this has been "a controversial subject," but points out that the concept of car pooling has worked well for the industry in the case of Trailer Train flat cars.

● **Not without problems.** Buford agrees that recent years have been difficult ones for the industry and to some extent for Trailer Train. Financial experts described the year 1969 as one of the worst years to finance capital equipment. The recession of 1970 and much of 1971 saw continued tight money while operating expenses generally increased in the industry. In 1970, Penn Central filed its reorganization proceeding and some other eastern railroads have followed suit. During these trying times, Buford notes, Trailer Train and its board of directors reevaluated and reshaped many policies and strengthened efforts to meet changing conditions and demands. "We need to—and are working to—increase effectiveness of controls in areas as diverse as state taxes on one hand to programmed equipment maintenance on the other."

TOFC/COFC

# Trailer leasing/servicing: '73 shapes up as "a very good year"

Just as the railroad industry's largest supplier of TOFC/COFC flat cars, Trailer Train, looks ahead with optimism, so does the largest supplier of piggyback trailers on a lease/service basis, REALCO Services.

Robert E. Budorick, REALCO president, puts only one hedge on his bright-side forecast—what happens with the economic cycle. But, assuming a continued rise in the economy, Budorick sees a good rate of piggyback growth through 1973—and beyond.

His reasoning is this: Everybody concerned with piggyback may have learned a lesson when the steady growth of TOFC/COFC suddenly came to an end after 1969. Adjustments in rates, schedules and service have been made, and certain intermodal problems have been attacked. As a result, Budorick looks at 1973 as potentially "a very good year." And, he is convinced that piggyback could be starting another growth cycle lasting six or eight years or hopefully more.

● **Running ahead.** This could mean even brighter days ahead for REALCO. For the railroad industry, piggyback loadings thus far this year are up from 1971 and they are running about even with 1970 figures. REALCO's business, however, has been up 6% to 8% over the levels of two years ago.

Budorick feels this reflects the flexibility of the pool-type operations the company has set up—flexibility which provides short-, medium- and longer-term leasing options. Railroads, he says, "are looking at the ability to turn equipment on and off with the demand for it. They're looking for the maximum payoff for the dollars they're spending."

With its confidence in growth, REALCO has been adding new trailers to its pool, to keep the equipment modern and to keep it growing.

Like the railroads, Trailer Train and rail carbuilders, REALCO has been giving a close look at possible changes in the types of in-demand trailers—specifically, the possibility there will be increased demand for 45-foot trailers. Such a demand could create problems for piggyback, given the present limits on railcar length and the configuration of the piggyback car fleet. But, while there may be significant demand for longer trailers at some point, REALCO's experience says "not yet."

● **Service expansion.** REALCO calls itself both a leasing and a service company—and expansion of operations in the service area is another major-interest point. The company has set up several regional service centers and operates mobile service units in piggyback terminals all across the country. Earlier this year REALCO started trying something new—handling all piggyback trailer maintenance and inspection at a major piggyback ramp.

This move came through an agreement with Western Pacific and covered WP's piggyback terminal at Oakland. From all indications, it is working well, bringing economies to WP, opening up a new revenue and profit area to REALCO and, as Budorick puts it, "giving us a new area of association with the people we lease trailers to."

Before this arrangements was worked out about six months ago, REALCO had mobile service units assigned to the yard. They worked primarily on REALCO trailers. Now, there is a shop, a tire-repair facility, four mobile units available for work in the yard and out on the highways.

REALCO regards this operation as a pilot program—a model through which a format may be established for marketing elsewhere. It is perhaps appropriate that the pilot program should be in California—because probably no state is more strict, from a safety standpoint, about the equipment operating over its highways. In other words, if an inspection and maintenance program will work in California, it ought to work anywhere—and, REALCO says, since the new program got under way there have been very few problems involving trailers being hung up on the road because of defects.

There will be problems in expanding this kind of service operation—problems coming in part from the ways in which individual railroads have set up inspection/maintenance and the labor implications which may be involved. With WP at Oakland, however, this has not been a problem. Budorick thinks that pressures for improved equipment utilization will bring adoption of more WP-type arrangements elsewhere. Part of the service performed at Oakland is a daily trailer inventory check—and this is part of what REALCO is talking about: The performance of a service that simultaneously covers the measuring of trailer supply and availability and realtime trailer maintenance and repair.

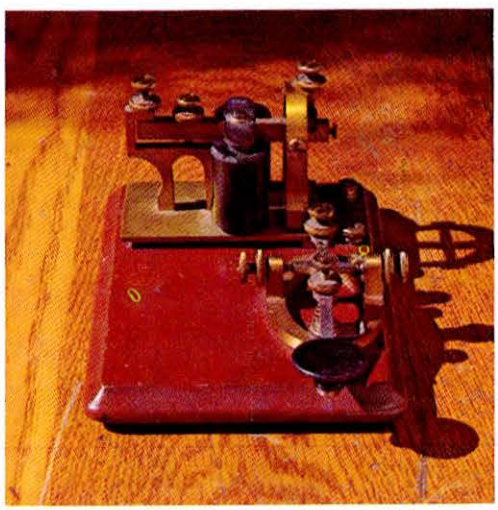
Would REALCO someday go into the total operation of a piggyback terminal or even the leasing of the equipment—cranes and side-loaders—for terminal operation? Maybe—but probably not, as things stand now. A couple of proposals in this area have been studied. The company is now handling certain maintenance, repair and equipment-modification work on Stac-Pac automobile "containers" on the West Coast. But there would be a lot of labor problems in going to a total terminal operation, and the economics don't look right at this point on the leasing of terminal equipment. REALCO, while it is expansion-minded, will be giving a long and careful look at the possibilities.

By contrast, Budorick calls the WP inspection/maintenance/repair arrangement "a logical extension of the administrative and mechanical services that REALCO has traditionally provided the railroad piggyback industry."

● **How about the "boxes"?** In all this forecasting and assessing by the lessor with more than 25,000 trailers and only a few containers, how about the future of containerization? As president also of Interway Corp., parent of REALCO and Integrated Container Service, Inc. (which handles containers), Budorick keeps his mind open. Containerization gets a nod, for import/export traffic—but not for domestic movements, largely because of problems involved in mating boxes and bogies. In the domestic-movement thinking around REALCO, one finds few people who accept the definition of containerization as "leaving the wheels behind." The common definition is "leaving the wheels behind—while you also send them ahead." That, to REALCO, means something less than the most efficient utilization of equipment.

That's why REALCO has more than 25,000 piggyback trailers and plans to continue expanding its fleet. That's why REALCO is looking somewhere else than at domestic containerization for its future growth—looking, rather, at intensifying and expanding the services it already provides ■

# Tradition, fine. But our customers shouldn't have to pay for it.



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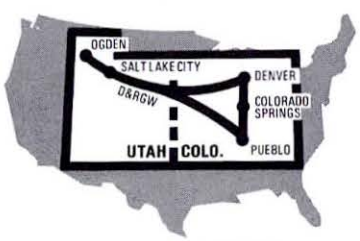


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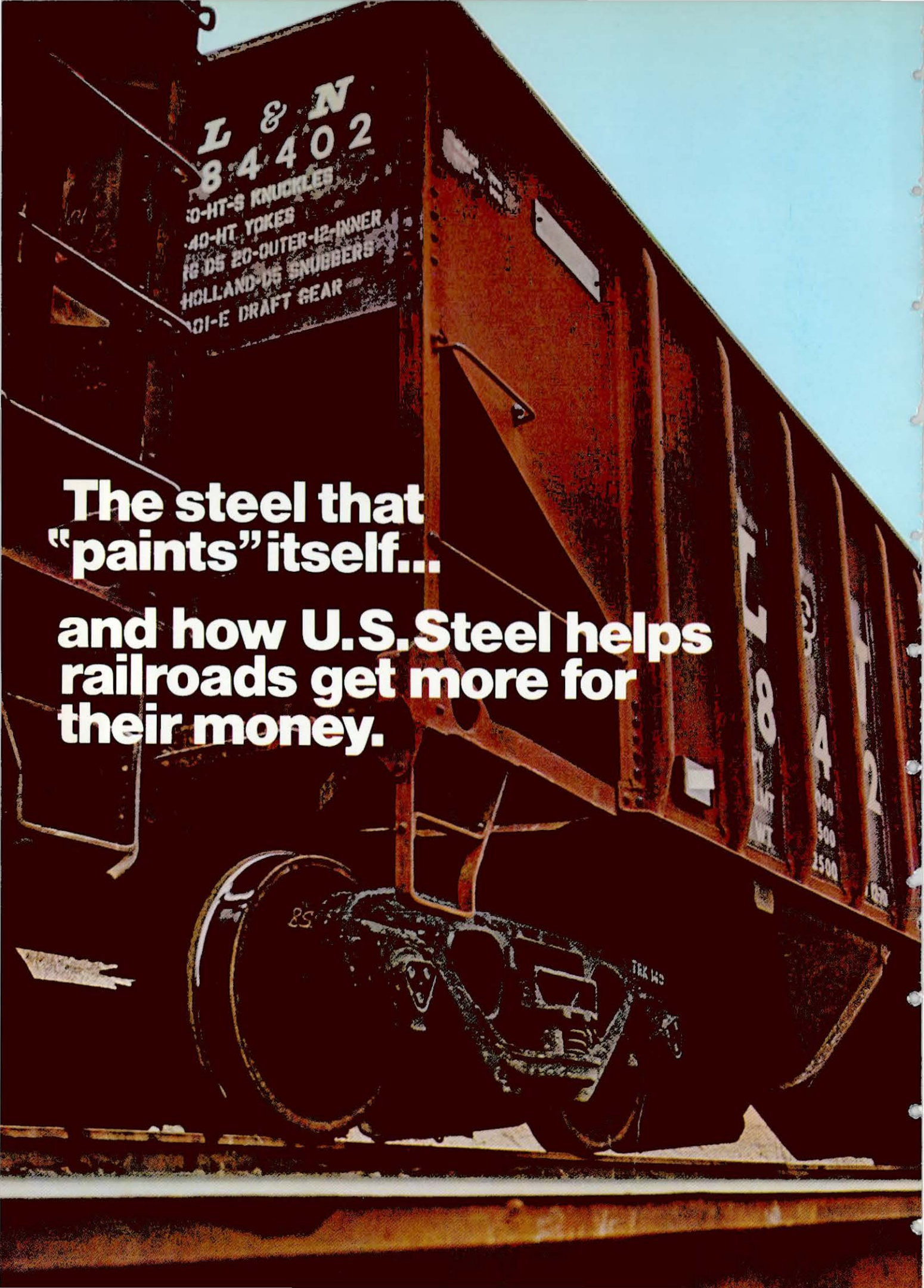


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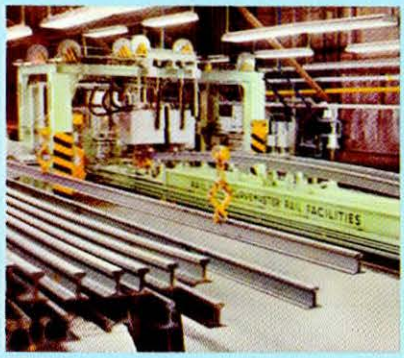

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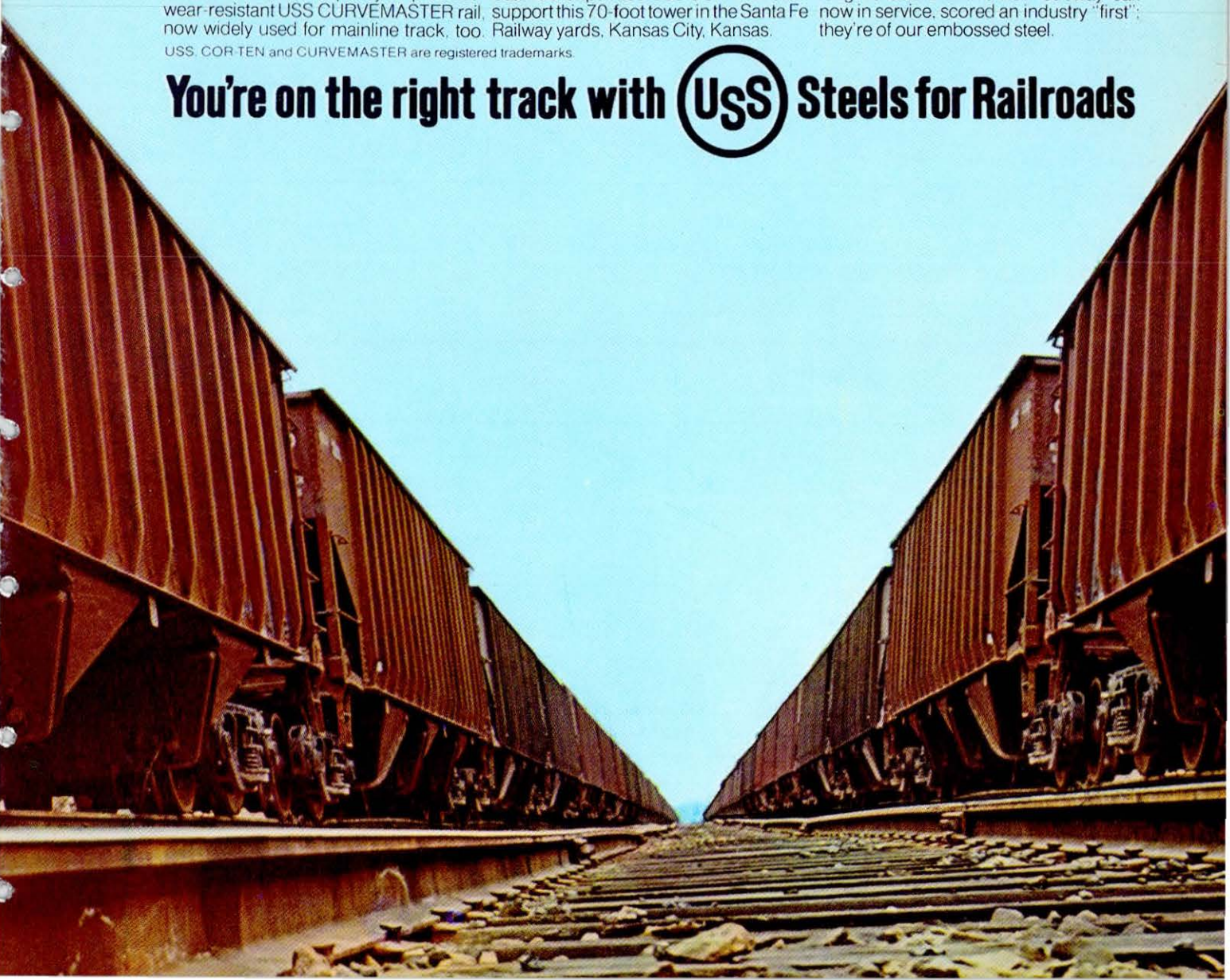

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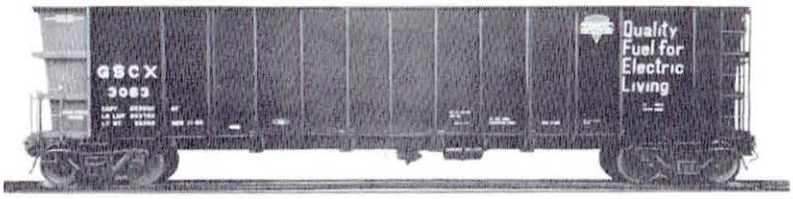
# Consol uses this type of car to move 3 million tons of coal annually.




This is one of 156 Greenville cars operating as two, 78-car unit trains moving 3 million tons of coal annually. Each car travels 20,000 miles per year on an average round trip of 60 miles. Turn-around time is 24 hours. Despite this rugged, high-mileage service, the cars have been relatively maintenance free.

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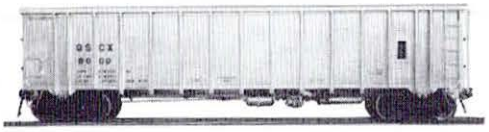

This car travels 50,000 miles per year in a two-train operation for a utility company. Each train delivers 4.4 million tons annually.

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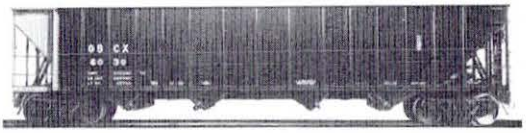
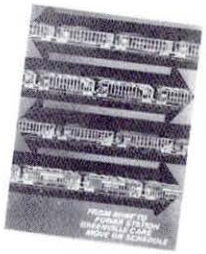


This car travels 72,000 miles annually in a 115 car unit train for a coal producer. The train moves 1.2 million tons per year on a 720-mile round trip.



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Circle 35 on coupon page 55

# Electronic programmer simplifies diesel controls

Next year Union Pacific's mechanical department is hoping to budget for the first production models of an electronic unit which it is finding can go far in simplifying locomotive controls. Simultaneously, feedback from road foremen indicates that the device permits noticeable improvement in the smoothness of locomotive operation.

● **Replaces many devices.** The programmer, produced by a California electronics firm, serves to replace many of the electromechanical devices involved in transition—the electrical switching or "gear changing" necessary to protect traction equipment from damage by excessive current voltage or excessive current as a locomotive speeds up or slows down.

It all started several years ago as UP looked at the maze of electromechanical devices, program switches, delay circuits and interlocks needed to perform motor transition. Actually UP has been seeking ways to simplify all the systems that make up a locomotive. The electrical phase, particularly, has been under close scrutiny, according to Frank D. Bruner, UP assistant chief mechanical officer, because it accounts for "over half the failures" of locomotives on the road. "When it comes right down to it," he adds, "the most important thing we people in the mechanical department can give our railroad is availability of equipment. And one of the best ways to assure availability is to simplify the electrical, mechanical hydraulic and other systems so they will perform better while being easier and less expensive to maintain."

UP approached Genisco Technology Corp., which had already developed a prototype of another locomotive electronic device, for a means of simplifying the circuitry associated with motor transition and field shunting.

● **Easier to maintain.** Existing arrangements had not only been unreliable, but had also required many hours of locomotive down time to correct faults when they did occur. Faulty interlocks would cause intermittent loading on the road and a failure to make transition, particularly as a locomotive slowed, could result in catastrophic generator and traction motor damage. UP sought a module-type transition system that would be quickly replaced or repaired without a time-consuming shop stay for the locomotive involved.

The Genisco transition programmer seems to fill the bill so far as simplicity and maintainability are concerned. It consists, essentially of (1) an electronic unit that mounts in the locomotive electrical cabinet and (2) an axle-transducer assembly which detects actual locomotive wheel speed and provides the basic information needed to control the transition process.

● **Solid-state control.** The speed signal reaches the solid-state control unit which takes the signal, amplifies and filters it, and converts it for use in the ensuing binary circuits. All this counting and decoding are combined with the locomotive's trainline control impulses—such as throttle on, braking, and wheel slip. The binary counter, with pulses directly related to speed, produces signals for each transition relay that is to be activated according to speed.

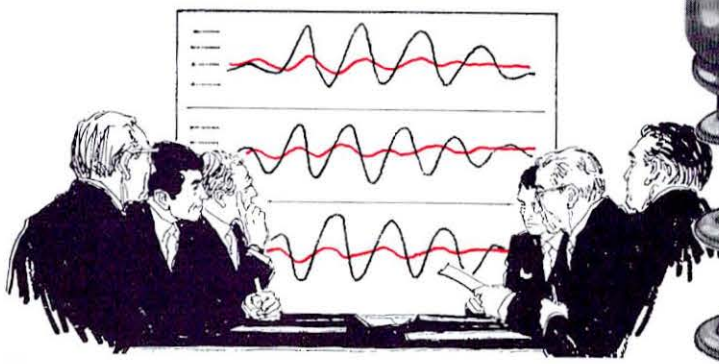
A special feature of the programmer is its fault-detection logic. This monitors performance of the programmer, as well as of the locomotive. If an actual failure—or potential failure—is detected, the appropriate warning light flashes to identify the nature of the malfunction. There is also a self-test function by which the unit simulates acceleration from 0 to 90 mph in two minutes, giving maintainers a chance to observe the complete transition function without external test equipment.

UP has had eight Electro-Motive locomotives of six different types fitted with the prototype units. They have performed "relatively trouble-free." Genisco has moved rapidly to correct design problems when they developed. It has taken about 40 man hours to retrofit a locomotive with the equipment.

● **Road performance.** UP's Bruner says that road performance has been very encouraging. "We're told that the transitioning is very smooth on these units," he explains. "Almost all the reports say that we should install the devices on more locomotives." Among the operating advantages have been the smooth transition forward and backward, absence of surge, excellent dynamic brake performance and no noticeable jerking action.

It is possible that the programmer is only the first step toward simplification of the entire locomotive circuitry. A solid-state load control is being studied by UP. Simplification of other areas—perhaps a digital excitation system and electronic hydraulic governor—seem well within the realm of possibility. The programmer is showing, according to UP, that you do not have to make a locomotive complicated to make it good. ■

# Backed by the most exhaustive engineering effort applied to freight car ride control



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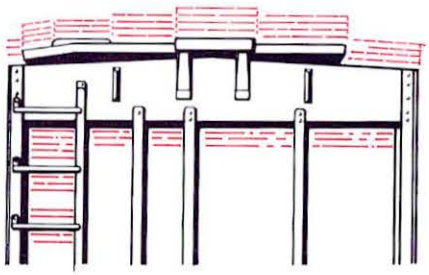

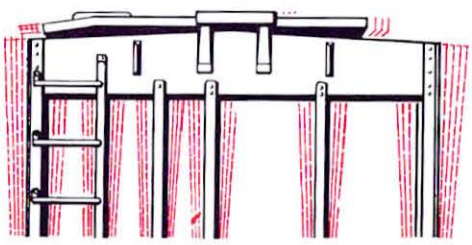

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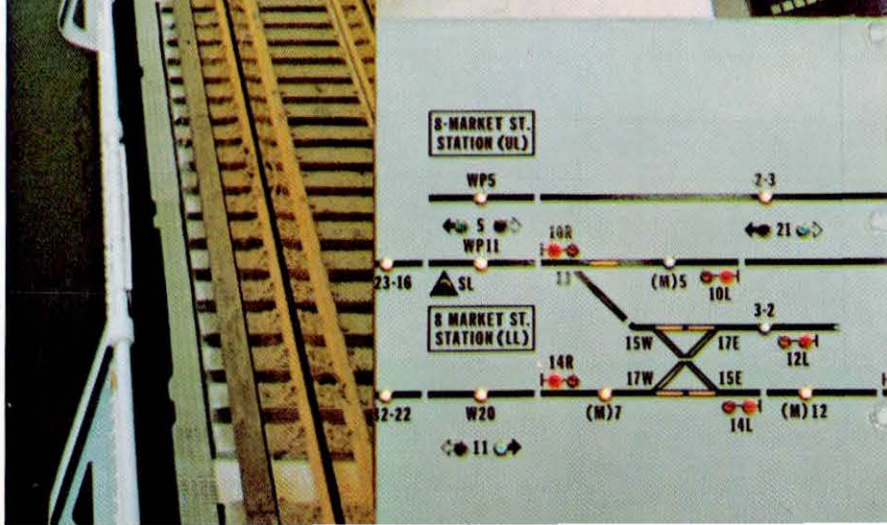

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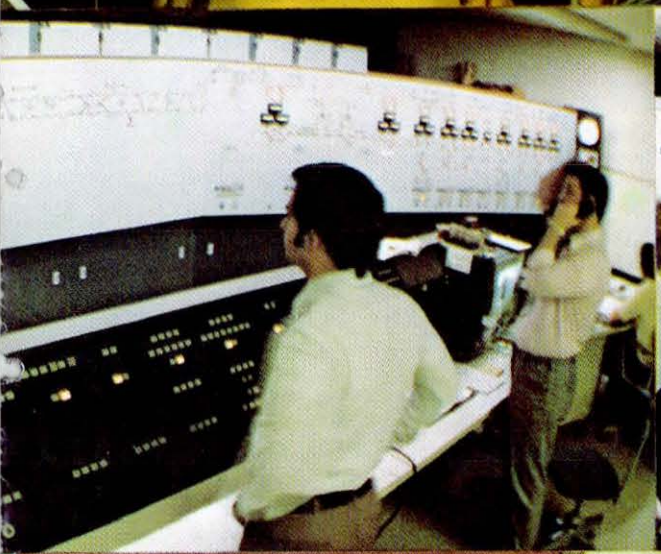

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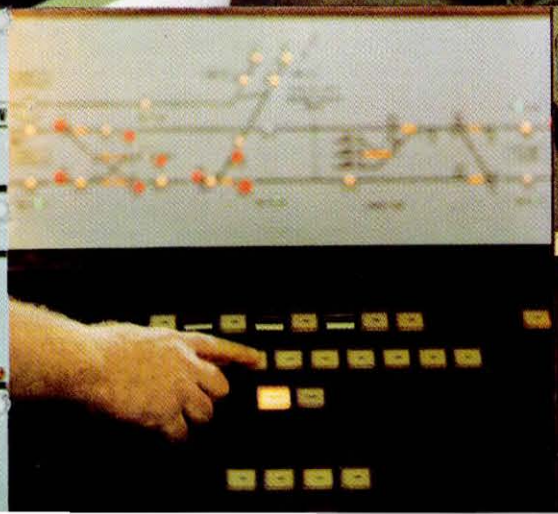

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# What does '73 hold for rails? RPI meeting hears four views

Productivity, identifying and penetrating new markets and image have been singled out—"although not necessarily in that order"—as key problems the railroad industry will be coming face-to-face with in the approaching year. This was the consensus of four railroad executives appearing on the Railway Progress Institute "Meet the Press" panel at the rail supplier organization's 64th annual meeting in Chicago on Oct. 12.

Representing the railroad industry were Alan S. Boyd, president and chief executive officer, Illinois Central Gulf; Richard C. Grayson, president, Frisco; Jervis Langdon, Jr., trustee, Penn Central; and Louis W. Menk, chairman and chief executive officer, Burlington Northern.

● **Capital programs.** The four rail executives also discussed the capital improvement programs for their roads in the year ahead. Frisco's Grayson said: "We'll spend more than we can afford, but only about half of what we really should. Every dime possible, however, will be budgeted for capital improvements."

Boyd sized up 1973 as a year in which "we'll be lucky to maintain our [capital expenditure] rate of 1972." He cited ICG's "rising labor costs and our inability to pass through these added expenses to our rates." Freight rate increases have not been sufficient to cover wage increases this year, he added, nor will they be able to cover the 12-15% increases already in the contracts for next year. He sees 1973 as a "battle for survival" year for a lot of railroads, unless something is done to keep income and cost trend lines from colliding.

Menk sees "some significant improvements in rail leadership" and anticipates "a real break-through in labor relations." BN's capital-improvement program for the year will be similar to this year's. There may be more emphasis on spending for track-related projects, signals, yard controls and car controls, and less on rolling stock.

● **PC's plans.** Penn Central's 1973 capital improvement program will be similar in size to this year's, said Langdon. About $40-50 million will be spent for road improvement, and 4,000 to 5,000 freight cars will be sought via leasing. About 200 diesel-electric locomotives should be coming PC's way next year. Langdon said 173 of these units "had already been spoken for."

The Eastern problem is a distinct one, Langdon went on to say. "We simply haven't grown. We've got a lower volume of business in the East than we had 20 or even 15 years ago. What we've got to do now is penetrate those markets we really have never worked to get." His main reference was to the traffic moving by highway truck. "We're capable of moving trailers cheaper and we really should be moving ahead into this highway market." Penn Central is, in fact, launching a big drive to capture a larger share of this type of traffic (see p. 30).

**RPI'S NEW TEAM:** Pullman-Standard President Elwyn Ahnquist (left) is chairman; Railway Maintenance Corp. President Paul Settle is vice chairman.

An imbalance in the industry's wage-price structure, along with increases in other costs such as retirement benefits, will probably result in an early 1973 request for a substantial freight rate increase, Menk said. It is essential that rate increases be allowed to keep up with cost increases on a much more timely basis, he added.

Nationalization remains "a real threat," warned Boyd. "And nationalization is not the answer—you're merely turning the problem over to someone else, the American taxpayer." Management will have to change its relationship with its labor force and improve its service if the industry is to remain a free enterprise. It is a mistake to compete on a price basis rather than on service, Boyd emphasized.

● **New RPI officers.** Elected RPI chairman was Elwyn T. Ahnquist, president of Pullman-Standard. He succeeds Donald Y. Clem, president of McConway & Torley Corp. New vice chairman is Paul Settle, president of Railway Maintenance Corp. RPI membership includes 170 companies supplying the nation's railroads with freight cars, locomotives, components and other equipment and services.

The RPI session was climaxed by the annual black tie dinner and the Scouts of America awards presentation, attended by over 850 suppliers with their guests from the railroads, major shippers and Federal agencies. Scholarship grants totaled $3,250.

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"K"Line has an important new service between Japan and New York. A fully containerized route via the Panama Canal. This new service now gives shippers a freer choice of routes between Japan and New York.

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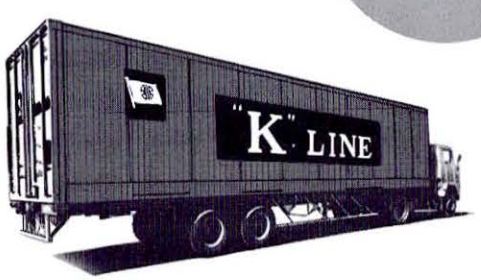


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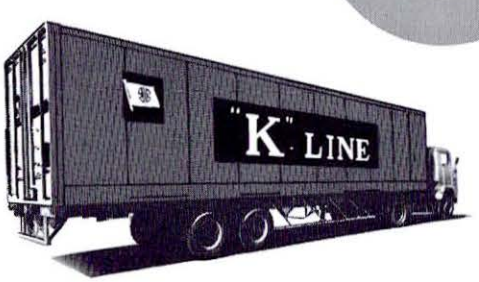


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**CENTER FLOWS** come in different sizes and configurations; latest is the high-cube car for handling plastic products.

# Plastics shipping gets a big lift

A 100-ton Center Flow covered hopper with a capacity of 5,701 cubic feet for plastics service, but with short enough wheelbase so it can be weighed on most track scales, has been introduced by ACF Industries. Previously a special pneumatic outlet for plastics raw materials had been announced. Now, according to John S. Carlson, ACF vice president and general manager of its Shippers Car Line division, "the combination of the new car and outlet is a major advancement in plastics shipment."

Shippers Car Line is the ACF division which both leases and sells freight cars. Carlson says there are more than 7,000 ACF cars in plastics service and a high proportion of all such resins move in Center Flows.

The new Model 5701 retains the features of the conventional Center Flow design—a cylindrical body without center sill. The car, 62 feet over strikers, has a four-compartment body which is loaded through ten 20-inch-diameter hatches and empties through four of the Model 5131 Pneumatic Outlets.

One feature of the new outlet arrangement is the 10-inch clearance over the rails, serving to minimize damage while also simplifying access and hook-up at unloading sites. The outlet is readily reached from either side of the track.

The steel car has been designed to increase the payload over its predecessors of equivalent capacity. In addition, the increase in the number of roof hatches makes it possible to utilize up to 97% of the cubic capacity if this does not exceed the weight limit.

● **Pressurized version.** If needed, the 5701 can be supplied in a pressurized version which allows shipment under a blanket of inert gas or dry air to offer protection to sensitive ladings subject to damage from moisture and outside atmosphere.

The outlet can be cleaned without disassembly or removal of the control tube. It retains the high performance of the rotary-valve design, assuring optimum flow control and the complete discharge of the full range of plastic products shipped in covered hoppers. The outlet's air-tight and pressure-retention capabilities assure contamination-free shipments.

Other features of the outlet include a simpler, more positive locking device for the outlet cap, high-strength handles which reduce the likelihood of breaking and a slotted control valve for optimizing flow of lading.

The 20-inch roof hatches are airtight with three clevis-and-hand-wheel assemblies for secure locking. They have neoprene gaskets for secure sealing of the sensitive ladings. ■

# The F-pin finds a home.

TTX is now using Ex-Cell-O F-pins to help transport modular homes. You see, TTX has discovered that what was good for piggyback and container, plus automotive, farm and road building equipment, is also good for housing.

Why F-pins? Because they're the only pin with a million mile guarantee. That's probably the reason over thirty American and Canadian roads specify Ex-Cell-O F-pins on all new freight equipment. And why all of the fleet of 60,000 trailer train equipment is virtually maintenance free.

F-pins can take it because they're induction-hardened to a case depth of 1/8". And the 60 Rockwell case is supported by a rugged backbone of high carbon steel. Also, the cotter pin hole is precision drilled and countersunk to prevent shearing of cotter pins. A smooth, zinc plated surface and uniform chamfered end permits easy installation and break-in features.

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## Dave Morgan and his piggypacker can load trailers and containers faster than ever before.

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It cost more than a small hotel, and we take very good care of it. But it's worth the cash, and it's worth the care. Because we make money by hauling things for people . . . fast.

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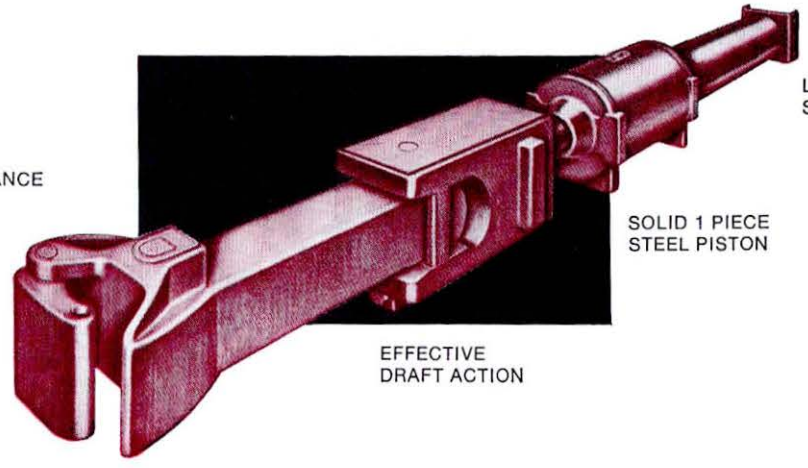


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RIF-444
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# Unconditionally A.A.R. approved RF-444 friction/clutch design averages 55,975 foot pounds of proven capacity protection

**MEETS & EXCEEDS A.A.R. M-901E SPECIFICATIONS**

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- **C** Dependable principle of developing frictional resistance
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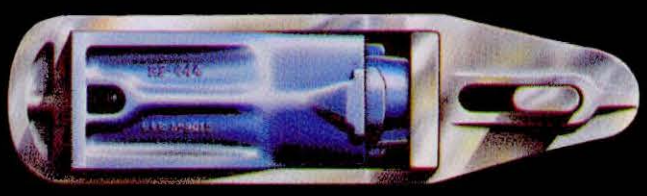

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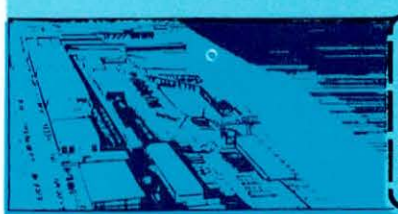

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WELDING THE WEST TO THE WORLD

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# LETTERS

## Single-railroad proposal

Phoenix, Arizona

To the Editor:

Your Sept. 25 issue carried an article covering E. Spencer Miller's proposal for a single railroad system.

I am ready to listen, to study and to appraise the proposal and its development, but, as a shipper representative, my first reaction is strongly negative. Negotiations for rates, plant sites, services, equipment, etc. would become as difficult, if not impossible, for a shipper as is now the case with the postal service.

Western Union and Railway Express should stand as warnings to the public of the consequences of a single system. The proposal may have merit—but for me, uh-uh.

*Flake Willis*
*Vice President and*
*General Traffic Manager*
*Southwest Forest Industries*

## Electro-Motive anniversary

Bradenton, Fla.

To the Editor:

On page 26 of the Aug. 28 issue of Railway Age, you state:

". . .certainly such suppliers as GE, Westinghouse and St. Louis Car stand out as early-day collaborators with Electro-Motive."

Earlier in the article you did make the brief allusion, "built by Budd" to the first Zephyr. To have failed to include The Budd Company as one of the outstanding early day collaborators, however, in your page 26 statement was an undeserved oversight. As a Budd employee at that time, I don't remember St. Louis Car as being involved with motive power, then.

*William L. Sheppard*
*Formerly General Manager*
*Railway Division*
*The Budd Co.*

(St. Louis was a regular partner with Electro-Motive in building gas electrics in the decade prior to Budd's building of the Zephyr.—Editor)

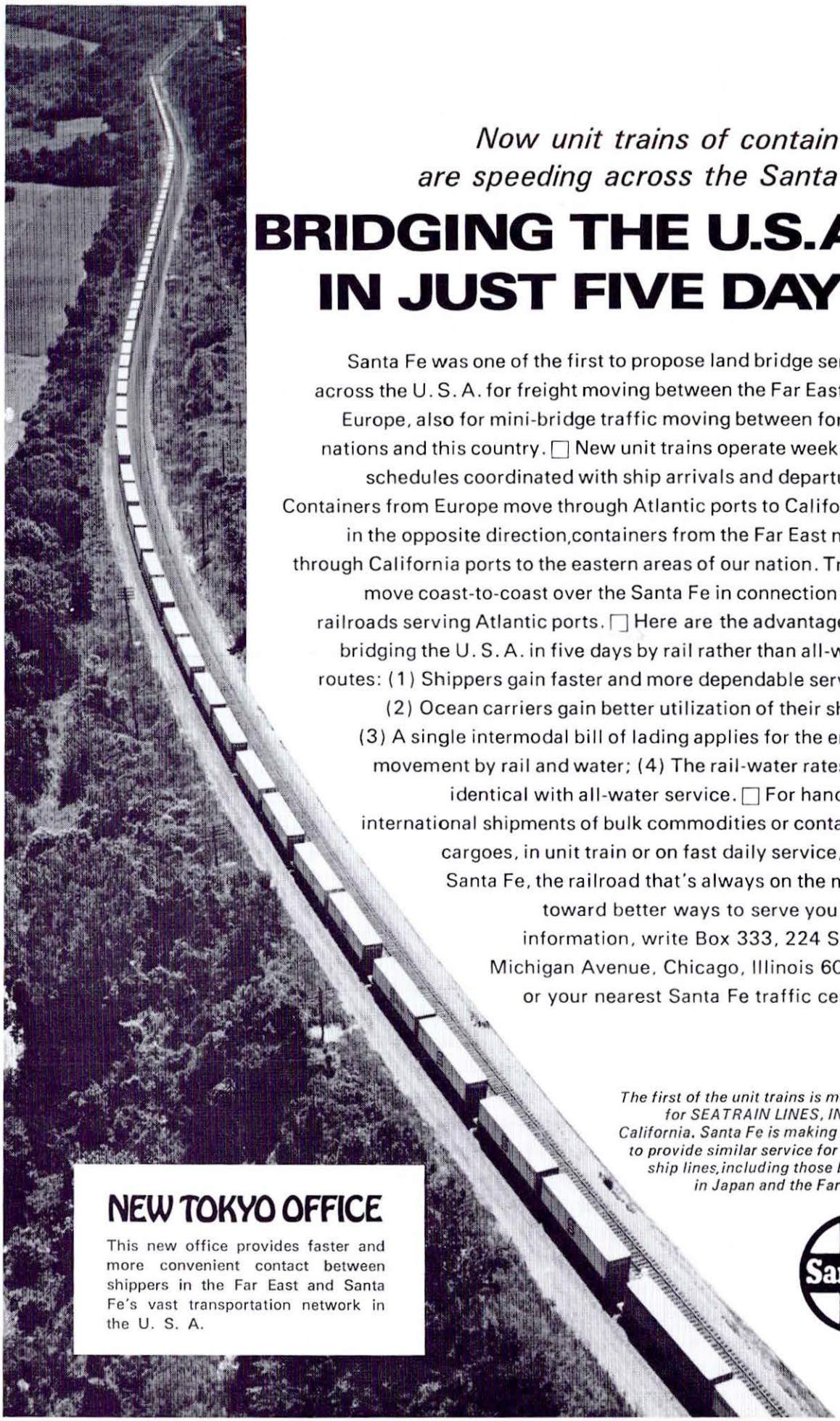
## Toronto transit

New York

To the Editor:

The Toronto article in the Sept. 11 issue was excellent. I happen also to be a fan of the Toronto system and the great leadership of Kearns and Paterson. Your article really caught the essence in a very short presentation.

*Louis J. Gambaccini*
*Director, Rail Transportation Dept.*
*Port of NY/NJ Authority*



*Now unit trains of containers are speeding across the Santa Fe*

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Santa Fe was one of the first to propose land bridge service across the U. S. A. for freight moving between the Far East and Europe, also for mini-bridge traffic moving between foreign nations and this country. ☐ New unit trains operate weekly on schedules coordinated with ship arrivals and departures. Containers from Europe move through Atlantic ports to California; in the opposite direction,containers from the Far East move through California ports to the eastern areas of our nation. Trains move coast-to-coast over the Santa Fe in connection with railroads serving Atlantic ports. ☐ Here are the advantages of bridging the U. S. A. in five days by rail rather than all-water routes: (1) Shippers gain faster and more dependable service; (2) Ocean carriers gain better utilization of their ships; (3) A single intermodal bill of lading applies for the entire movement by rail and water; (4) The rail-water rates are identical with all-water service. ☐ For handling international shipments of bulk commodities or container cargoes, in unit train or on fast daily service, call Santa Fe, the railroad that's always on the move toward better ways to serve you. For information, write Box 333, 224 South Michigan Avenue, Chicago, Illinois 60604 or your nearest Santa Fe traffic center.

*The first of the unit trains is moving for SEATRAIN LINES, INC. of California. Santa Fe is making plans to provide similar service for other ship lines,including those based in Japan and the Far East.*

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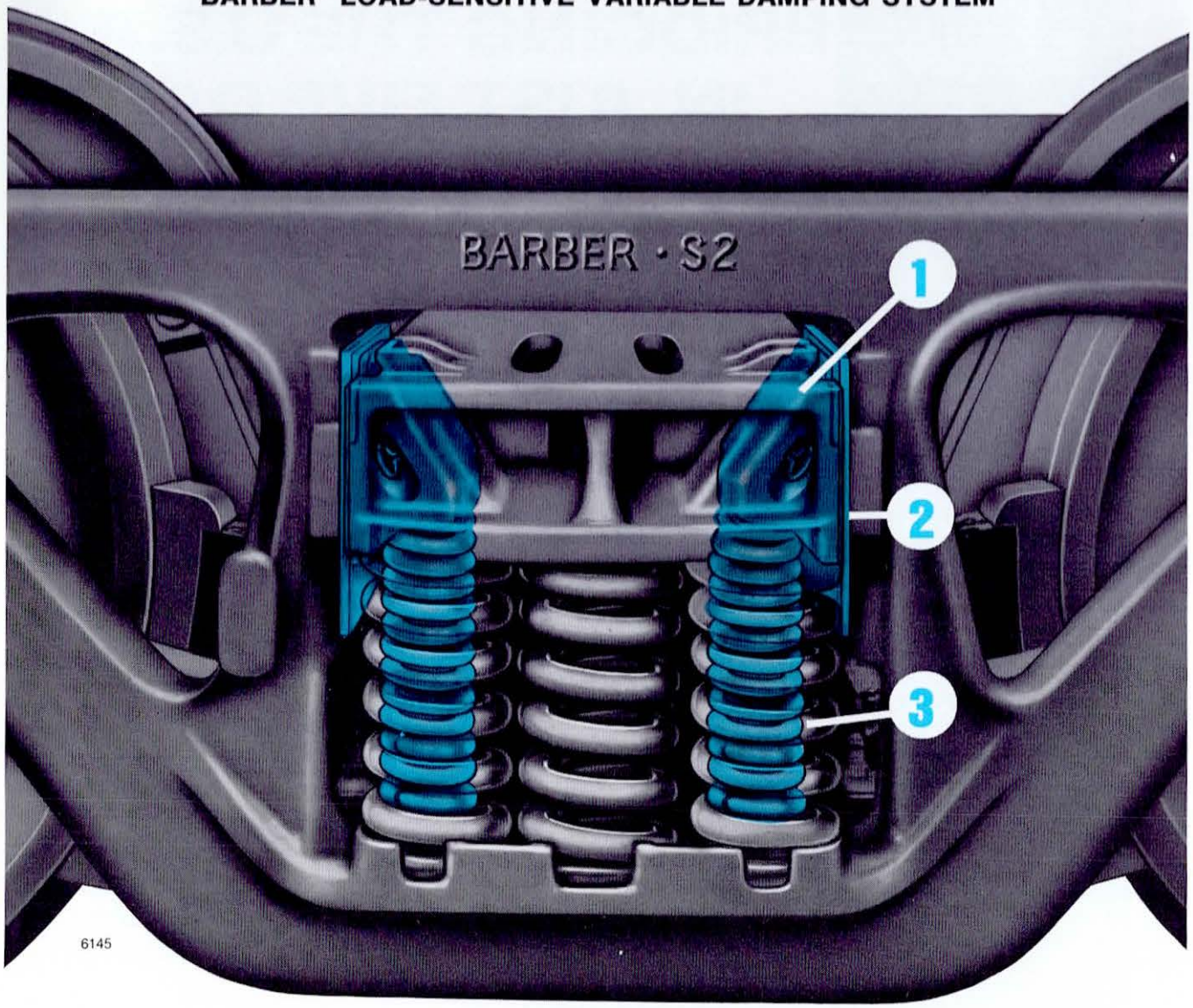


1 THE BARBER FRICTION SHOE—an extremely durable iron-alloy casting with large bearing areas.

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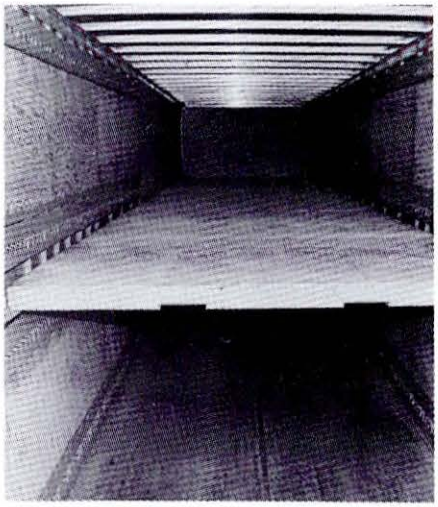
# New Products Report



## Double decking increases trailer payloads

A double-decking and bulkhead system is designed to safeguard lading and increase the payloads of piggyback trailers. It consists of ten steel-reinforced deck units that rest on integral fold-down shelf rails running the full length of both sides of the trailer. Designed for fork-lift or manual placement and removal, the system, from Unarco Industries' Equipment Specialties Division, permits double-decking of many commodities that cannot be stacked.

The bulkhead system working in conjunction with the decks serves to brace loads and also to protect rear doors of trailers. The Equipco bulkheads have spring-loaded pins that lock into rail slots spaced at 3-inch increments. Bulkheads have tine clamps for fork-lift handling. The shelf rails fold down to accommodate the deck units but are completely out of the way when not in use. The double-decking system adds 1,950 lb to the trailer weight; the pair of bulkheads adds 1,050 lb.

Circle 60 on reader service card

## Surface-active products control coal freezing

Two Nalco Chemical Co. surface-active products, Nalcoal 8810 for preventing coal freezing to sides of cars and Nalcoal 8811 to inhibit formation of large frozen masses in cars, can also be used for controlling freezing of other minerals such as iron ore, coke and limestone. Nalcoal 8810 is applied full strength to a car's interior surfaces prior to loading. It is a petroleum-based organic compound that replaces the surface moisture on particles, introducing a film that prevents their freezing to metal surfaces. Nalcoal 8811 is applied directly to the mineral to be protected as it is loaded in cars. This product also is absorbed into the particle surfaces, producing a film that prevents formation of large frozen chunks. The product is usually diluted with oil; a small concentration proves effective at temperatures below zero.

Circle 61 on reader service card

## Tie-down system for metal coils withstands all transit forces

A new system—designed and developed by Aeroquip Corp.—helps provide safe, positive tie-down on heavy metal coils on flatbed trailers. The system is adaptable to existing and new equipment, with little or no equipment modification required. Featuring heavy-duty dacron polyester webbing and a wrench drive ratchet buckle, the system obtains positive securement through its built-in tension control. The system withstands transit forces from all directions: fore and aft, side to side, and up and down. This ability to absorb shock minimizes external forces before cargo is affected. The system has a controlled release capability, regardless of the amount of tension in the strap assembly.

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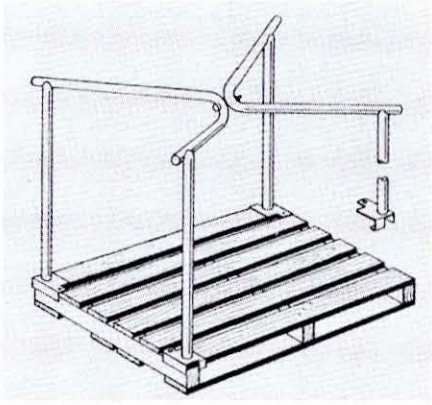

## Pallet tiering frame can be assembled fast by one man

A new two-piece pallet tiering frame is available from Paltier Corp. The frame snaps in place on any size wood pallet and is securely fastened with a positive-action locking pin. It can be assembled in seconds by one man. Designed to support a wide range of loads, the frames are offered with optional corner or center post mountings. The entire assembly, made of heavy-gauge tubular steel, is safe and economical. It offers a method of stacking crushable or irregularly shaped products on pallets using fork lift trucks.

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## New sideloader for fork lifts eliminates need for wide aisles

A new sideloader fits any forklift truck and can be attached to the fork lift within two minutes. It detaches in the same time and loads and unloads both left and right. The sideloader—developed and marketed by the Stormor Sideloader Division of Electromec—is the result of five years of research and testing. It allows maximum usage of warehouse space by eliminating the need for wide aisles while permitting high-speed operation. With the unit attached to the lift truck, the aisle need be little more than the width of the truck itself. With guide rails the aisle can be reduced to four feet.

The sideloader raises, lowers and operates to the capacity of the lift truck. Speed of the unit is controlled by the operator. One model handles up to 4,000 lb and weighs 500 lb. Another handles 2,500 lb and weighs 500 lb. It operates at freezer temperatures and has passed Air Force specifications at -20 degrees F. The unit sells for under $7,000.

Circle 64 on reader service card



## Swivel-stacker Adjustoveyor has vertical-horizontal boom

Stewart-Glapat's new swivel-stacker Adjustoveyor offers both up-and-down and side-to-side movement of the boom. The boom can be operated at a height of 46 deg. from the horizontal, at a depth of 12 deg. below horizontal, or at any placement between those extremes. Side movement of the boom allows for an arc of 30 deg. to right or left, or any placement between. The completely self-propelled unit is moved easily from one job site to another. Its compact size makes it easy to use in close quarters. At full elevation, the unit will load or unload boxes, bags or cartons to a height of 7 feet.

Circle 65 on reader service card

## Electronic two-draft weighing scale can be bought or leased

A new electronic two draft (truck) coupled/uncoupled in-motion weighing railroad track scale has been introduced by Fairbanks, Morse. The scale is designed to weigh and total individual draft weights and provide total car weights of any combination of standard railroad cars as a train passes across the weighbridge. It will also weigh, in two drafts, individual rail cars as they drift free and uncoupled downgrade. Rail-



road cars can be weighed automatically at unattended stations under limited conditions to serve classification yards and hump areas. Lease plans are available in addition to standard terms.

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## New recirculating toilet can be installed easily

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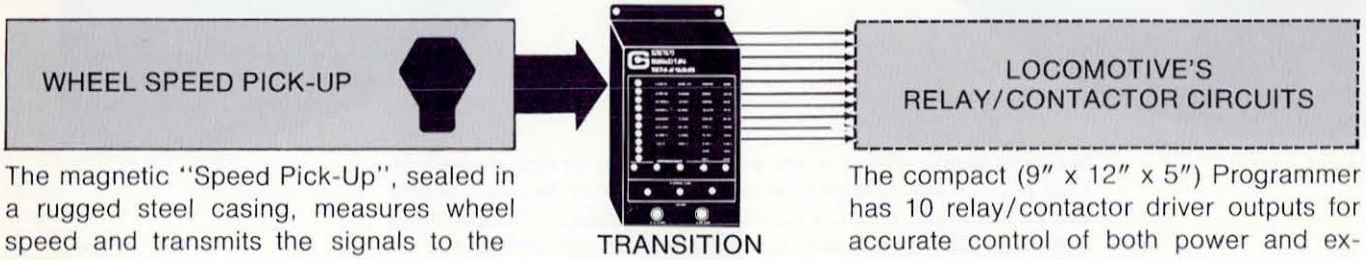


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# People in the News

**ALASKA.**—**T.C. Fuglestad,** assistant chief engineer, maintenance of way, named chief engineer.

**BELT RAILWAY OF CHICAGO.**—**W.L. Termunde** named engineer maintenance of way, Chicago.

**CANADIAN NATIONAL.**— **H.A. Rousseau,** assistant general superintendent of transportation, Atlantic Region, Moncton, N.B., promoted to general superintendent of transportation there, succeeding **Alex A. Smail,** transferred to the Great Lakes Region, Toronto. **J. Lionel Teed,** transportation control officer, Moncton, succeeds Mr. Rousseau.

**R.M. Veenis,** chief of motive power and car equipment, Montreal, promoted to assistant vice president, Mountain Region, Edmonton, Alta. **W.H. Cyr,** general superintendent equipment, St. Lawrence Region, Montreal, succeeds Mr. Veenis. **G. Turvolgyi,** mechanical officer-car, St. Lawrence Region, Montreal, succeeds **R. Pasteris** as works manager, Point St. Charles Shops. **M.G. Bedard,** assistant works manager-car, Point St. Charles Shops, succeeds Mr. Turvolgyi. **J. Beauvais,** assistant mechanical officer-technical (car), appointed assistant mechanical officer-car, St. Lawrence Region, Montreal, succeeding **A.T. Walker,** promoted. **P. Dube,** senior mechanical engineer-car-System Motive Power and Car Equipment Department, succeeds Mr. Beauvais.

**John A. Clark,** assistant general superintendent transportation, promoted to general superintendent transportation, Prairie Region, Winnipeg, Man., succeeding **D.L. Fletcher,** named assistant chief of transportation-operations, Montreal. **W.D. Connon,** superintendent transportation, Saskatoon, Sask., succeeds Mr. Clark at Winnipeg. **A.J. Percival,** terminal superintendent, Symington Yard, appointed superintendent, Assiniboine Area, Winnipeg, succeeding **Andrew Stephen,** transferred to London to succeed **R.B. Ferrier,** promoted. **A.E. Bartlett,** assistant superintendent, Oshawa, promoted to superintendent, Toronto, succeeding **W.J.A. Daly,** transferred to Hamilton, Ont., to replace **C.E. Goodenough,** transferred.

**C.D. Worby,** engineer of administration, appointed assistant chief engineer-administration-system, Montreal, and his former position abolished.

**W.T. VanDeventer,** operations manager, Toronto Area, appointed regional chief engineer, Prairie Region, Winnipeg, succeeding **R.M. Bailey,** transferred to the Mountain Region, Edmonton, Alta. Title of **W.J. Wanamaker** changed from regional engineer to regional chief engineer, Great Lakes Region, Toronto. **S. Biro,** assistant project engineer, Welland Canal Project, appointed structural engineer-system, Montreal. **A. Lemieux,** engineer maintenance, appointed area engineer, Quebec, Que., succeeding **B.J. Ethier,** promoted.

**CHESSIE SYSTEM.**— **C.R. Zarfoss,** vice president for merchandise freight, Baltimore, has retired after a transportation career of over 46 years.

**Raymond H. Holter,** freight traffic manager (rates-system), Baltimore, appointed assistant vice president for merchandise freight pricing, reporting to **Charles J. Henry, Jr.,** recently elected vice president for merchandise freight pricing (RA, Sept. 25, p. 45).

The Chessie System has restructured its merchandise traffic sales forces under **James B.McCahey, Jr.,** vice president, Cleveland. **William L. Ollerhead** is vice president, Eastern area, Baltimore. **Thomas A. Keefe** is vice president, Western area, Chicago.

**DELWARE & HUDSON.**—**Albert E. Duprey,** division sales manager, Albany, appointed freight sales manager there, with jurisdiction over all on-line sales offices. **Miss Becky S. Macumber** appointed office manager, **Chester A. Biernat,** assistant division sales manager and **Alvan W. Barnard,** sales representative, at Albany.

**Arthur E. Beyer** named assistant district sales manager, Cleveland.

**DENVER & RIO GRANDE WESTERN.**— **Charles W. Colborg,** contract engineer, appointed manager of insurance.

**ERIE LACKAWANNA.**— **George W. Eastland,** manager of public relations, Hoboken, N.J., appointed manager of public affairs.

The Erie Lackawanna has restructured its intermodal and foreign freight departments into five separate sections, all of which will report to **P.W. Johnston, Jr.,** assistant vice

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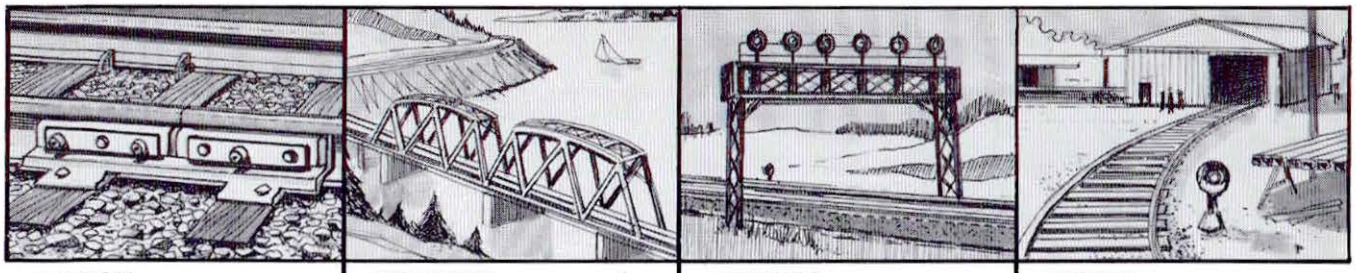

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HUCKBOLT Fasteners install rapidly, maintain a uniform clamping force, don't vibrate loose.

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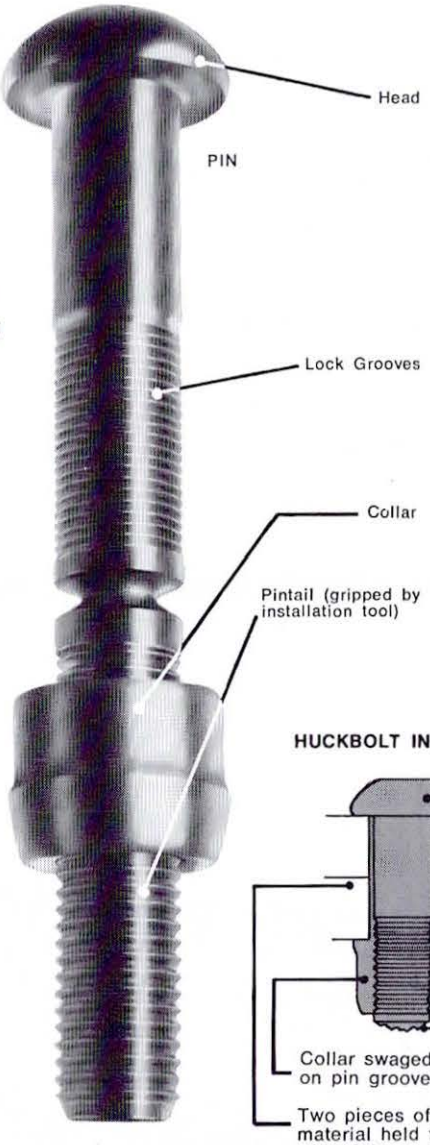


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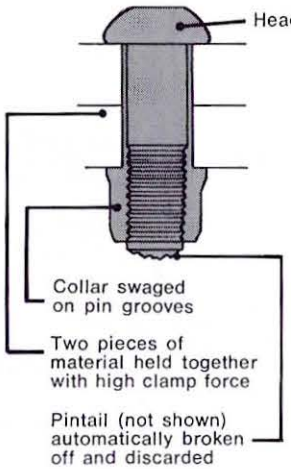
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president for intermodal traffic, Cleveland. **G.P. Kirtley** is eastern regional manager, Hoboken, with responsibility for freight forwarder and consolidator traffic, development of Plan I and coordination of services of all other plans. Also at Hoboken, **G.W. Krom**, sales manager, will be responsible for development and handling of mail and express traffic, most of which moves in TOFC and COFC. **E.C. Ennis**, foreign traffic manager, appointed manager-international intermodal sales, with **Howard Walter** as assistant. **J.G. Decker** is western regional manager-intermodal traffic, Chicago. **B.A. Field** appointed coordinator intermodal services.

**William F. Gale**, assistant terminal agent, appointed terminal manager, piggyback operations, Chicago.

**FRISCO.**—**William B. Kopper**, general attorney, named assistant general counsel, to succeed **Paul R. Moody**, retired. **Donald E. Ranson** appointed attorney.

**GRAND TRUNK WESTERN.**— **Paul E. Tatro**, director of expenditure accounting, **Chesapeake & Ohio/Baltimore & Ohio**, Baltimore, Md., named controller of the GTW, Detroit, Mich.

**ILLINOIS CENTRAL. Robert J. Puff**, assistant freight traffic manager, St. Louis, Mo., retired Sept. 30, after more than 50 years of service.

**JERSEY CENTRAL.**—**Edward H. Wright** appointed chief mechanical officer, Elizabethport, N.J. Mr. Wright was formerly general mechanical superintendent, **Penn Central**, Philadelphia.

**Robert A. Jeffrey** appointed manager of revenue accounts, Newark N.J. succeeding **William McFarland**, named director of computer service at Newark.

**LEHIGH & HUDSON RIVER.**—**Edmund H. Brown, Jr.**, secretary and assistant treasurer, Warwick, N.Y., appointed vice president, comptroller, secretary and treasurer. **Clifton G. Brown**, vice president, treasurer and comptroller, retired Sept. 30, after more than 50 years of service. **Miss Florence P. Tate** appointed assistant comptroller. **Miss Shirley O. Cooper** named assistant secretary and assistant treasurer. **Miss Janet E. Middleton** appointed administrative assistant to the president.

**MILWAUKEE.**—**Glenn F. Reynolds** named assistant vice president-market development and pricing, Chicago. He was formerly assistant vice president-market development, **Burlington Northern**.

**Wayne C. Kelly**, assistant communications engineer, Chicago, named manager communications there.

**NORFOLK & WESTERN.**— **Dale C. Landry**, assistant trainmaster, St. Louis terminal, promoted to trainmaster, Moberly division, Moberly, Mo.

**Raymond S. Woodson**, master mechanic for cars, Shaffers Crossing, Roanoke, named master mechanic, Portsmouth, Ohio, replacing **R.G. Bennett**, retired. **Bernard C. Cook**, master mechanic, Norfolk, transferred to Roanoke. **Christian A. Hoeser**, assistant master mechanic, Norfolk, succeeds Mr. Cook. **Billy B. Johnson**, assistant to master mechanic, Lamberts Point, succeeds Mr. Hoeser.

**Robert N. Hettrick** appointed manager communications-system, Roanoke, and **James W. Lawrence** named communications supervisor.

**Louis M. Newton**, manager of operations planning, has been named director-operations planning, Roanoke, succeeding **William T. Ross**, assistant vice president-operations planning, retired.

**Robert E. Kirk**, analyst, named assistant to general manager, Pochontas Region, Bluefield, W.Va.

**PENN CENTRAL.**— **Hershel E. Ring** named superintendent, Harrisburg Division, Harrisburg, Pa., succeeding **Robert A. Herman**, on leave of absence to become superintendent operations-northeast, for **Amtrak**. Mr. Ring rejoins the PC after serving since June 1971 as chief operating officer, **Boston & Maine**.

**William E. Moffet**, manager-coal and ore service, Philadelphia, appointed manager-market development-metals, succeeding **Lee P. Tori, Jr.**, named manager-pricing, with responsibility in the metals area.

**READING.**—**Andrew Negro**, production manager, Philadelphia, appointed general manager-marketing, succeeding **Joseph F. Leibrandt**, who retired Oct. 1, after 48 years of service.

**WESTERN PACIFIC.**— **F.P. Brogdon**, materials manager, Sacramento, Calif., appointed manager purchases and materials, succeeding **D.J. Kerper**, resigned.


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## SUPPLY TRADE

**Chester H. Wright,** vice president, sales, **Thrall Car Manufacturing Co.,** has been appointed executive vice president.

**E.L. Van Sickel,** manager of industrial sales, has been appointed vice president of industrial sales, **Penn Machine Co.,** Johnstown, Pa. His current emphasis is in the development and promotion of resilient wheel assemblies for the transit industry.

**Gustav B. Sundby** has been appointed vice president, Transportation Equipment Division, **Rockwell Manufacturing Co.,** Atchison, Kan. He was formerly division manager.

**Charles E. Godfrey,** district sales manager, **Abex Railroad Products Group, Abex Corp.,** Denver, has been named manager of trackwork products, Mahwah, N.J. **Don T. Harris,** sales representative, Philadelphia, succeeds Mr. Godfrey.

**Arthur D. Van Sant** has been appointed assistant manager of railroad sales, **CF&I Steel Corp.,** Pueblo, Colo. He was formerly with Central Technology, Inc. as a consultant to the U.S. Department of Transportation, Washington, D.C.

**Thomas F. Parisi** has been appointed manager, railway specialty sales, **Dominion Foundries & Steel, Limited,** Hamilton, Ont., Canada.

**Robert B. Marcipan** has been appointed regional sales representative, **Comet Corp.,** with headquarters at Hayward, Calif.

**White Welding & Manufacturing, Inc.,** Kenosha, Wis., is making its products available through the following distributors: **J.J. O'Connell Sales Co.,** Dallas; **R.W. Pittman & Associates,** Saratoga, Calif.; **Howard Salter Co., Inc.,** Milwaukee; **Marv Swain & Associates,** Detroit; and **Truck Equipment Factory Distributor Center, Inc.,** Decatur, Ga.

**Bernard H. Scheidler,** treasurer and assistant secretary, **Youngstown Steel Door Co.,** Cleveland, Ohio, named vice president-finance and secretary. **Ernest C. Duncan,** general manager-manufacturing, elected vice president-manufacturing. **Irving D. Ross,** director of research and development, promoted to vice president-research and planning.

**Franklin H. Pohle** appointed account representative, Chicago office, **Union Switch & Signal Division, Westinghouse Air Brake Co.**

**Norman O. Bender** has joined **Stackpole Carbon Co.,** St. Marys, Pa., as vice president-corporate planning and development. Mr. Bender was formerly vice president-planning, Electronic Memories and Magnetics Corp., Los Angeles.

**Dr. Lewis M. Schneider,** former Associate Professor of Business Administration, Harvard University, has joined the management and economic counseling firm of **Temple, Barker & Sloane, Inc.,** of Wellesley Hills, Mass., and San Francisco, Calif., as a senior consultant and principal.


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# 7 REASONS WHY

## Your '73 Insurance Plan Should Include This Proven "Railroad Master Plan"

Canton Agency's exclusive "Railroad Master Plan" while highly innovative has enjoyed substantial acceptance during 1972. And with good reason. Canton Agency, a wholly-owned subsidiary of the transportation-oriented Canton Company of Baltimore, has an intimate working knowledge of railroad insurance problems and how to solve them. For 1973, we urge you to investigate a railroad insurance plan that's not only a proven success—but is designed to provide these special benefits:

1. **COMPREHENSIVE:** Includes all necessary coverages such as F.E.L.A., workman's compensation, general liability, bill-of-lading coverage (cargo legal), owned and foreign rolling stock, and other miscellaneous coverages.

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5. **INSPECTION SERVICE:** Inspection service will be provided during the policy year if desired, and reasonable safety recommendations will be made on each location insured.

6. **EXPERIENCE:** Developed by one of the largest independent insurance agents in Baltimore, Canton Agency Inc., a wholly-owned subsidiary of Canton Company, operator of the Canton Railroad and deeply involved in transportation and distribution since 1829.

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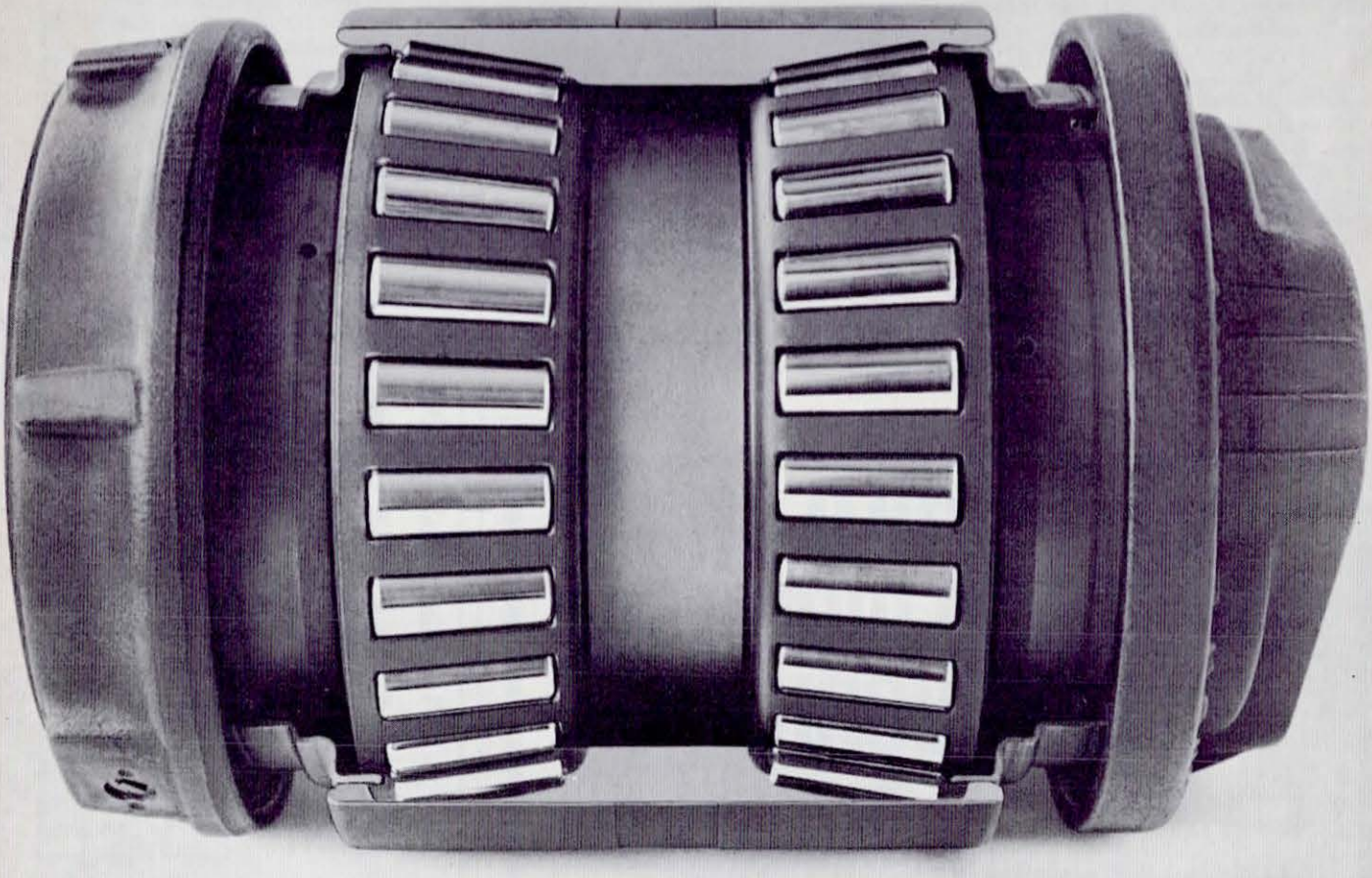
# AS A MATTER OF FACT, INNOVATION IS ONE OF THE BEST REASONS TO BUY TIMKEN® "AP" BEARINGS.



Just because the Timken® "AP" bearing has undergone 13 innovations since its introduction in 1954, don't get the idea we're fickle.

We did it because we're fussy. About seeing to it that the bearings you buy perform better.

So we bettered the "AP" bearings 13 ways. (In fact, eight of those improvements have come in the last five years.)

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We developed an elastohydrodynamic sealing mechanism to improve lubricant retention and reduce seal lip wear.

And a patented three-step seal case that makes the seal more rigid and less apt to be damaged in service and removal.

Plus a backing ring with the added strength of forged steel. A tougher and heavier locking plate, and a change to machined chamfers on end cap bolt holes. All to improve and maintain proper clamping action.

They total up to better performance. Which you can measure in increased number of months of car service between costly set outs.

The fact is, it's hard to say what we'll come up with next. But you can be sure we're constantly trying to make the "AP" bearing even better.

Because The Timken Company keeps delivering the savings long after it delivers the bearings.

And that's a fact.

The Timken Company, Canton, Ohio 44706.

**The company that tapered the bearing can taper your bearing costs.**

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REGISTERED TRADEMARK
**TAPERED ROLLER BEARINGS**

# Market Outlook

## CARLOADINGS

Loadings of revenue freight in the week ended Oct. 14 totaled 555,016 cars, according to the Association of American Railroads. This was an increase of 8,329 cars, or 1.5%, compared with the previous week, and an increase of 103,844 cars, or 23.0%, compared with the corresponding week last year. Ton-miles generated by carloadings in the week ended Oct. 14 reached an all-time high for a single week of an estimated 17.0 billion, an increase of 21.2% above the corresponding week of 1971.

### REVENUE FREIGHT CARLOADINGS

| Commodity | Oct. 14 week | Oct. 7 week | Sept. 30 week |
|---|---|---|---|
| Grain | 33,260 | 29,264 | 26,289 |
| Farm products | 19,544 | 18,114 | 11,030 |
| Metallic ores | 44,802 | 43,681 | 43,077 |
| Coal | 93,450 | 88,426 | 93,813 |
| Crushed stone, gravel & sand | 31,759 | 31,305 | 30,285 |
| Nonmetallic minerals | 10,767 | 10,181 | 11,180 |
| Grain mill products | 20,028 | 20,199 | 20,484 |
| Food and kindred products | 25,094 | 24,863 | 26,883 |
| Primary forest products | 25,084 | 24,943 | 25,885 |
| Lumber & wood products (except furniture) | 17,157 | 17,728 | 18,666 |
| Pulp, paper & allied products | 23,529 | 23,315 | 24,100 |
| Chemicals & allied products | 26,042 | 26,570 | 26,746 |
| Petroleum products | 9,149 | 9,087 | 9,368 |
| Stone, clay & glass products | 21,327 | 22,211 | 23,361 |
| Coke | 7,733 | 7,857 | 6,705 |
| Metals & products | 24,650 | 24,823 | 25,929 |
| Motor vehicles & equipment | 26,791 | 26,616 | 27,028 |
| Waste & scrap materials | 15,972 | 15,694 | 15,859 |
| Forwarder & shipper assn. traffic | 7,393 | 8,062 | 7,507 |
| All other carloads | 70,981 | 73,059 | 73,450 |
| LCL traffic | 504 | 608 | 441 |
| Total cars loaded | 555,016 | 546,606 | 548,086 |
| Cumulative total, 41 weeks | 1972 | | 1971 |
| | 20,460,750 | | 20,372,723 |
| Estimated revenue ton-miles (billions) 41 weeks | 615.0 | | 589.8 |

## PIGGYBACK LOADINGS

U.S. piggyback loadings for the week ended Oct. 7 totaled 28,897 cars (15.3% above the corresponding week last year) and 49,880 trailers or containers (up 20.9% from 1971). Cumulative volume for the first 40 weeks of 1972 is 1,003,283 cars (up 9.3% from last year) and 1,687,834 trailers or containers (up 12.4% from 1971).

## IN CANADA

| 9 days ending | Tons of Revenue Freight | Cumulative Totals |
|---|---|---|
| Oct.7,1972 | 5,297,593 | 158,012,836 |
| Oct.7,1971 | 4,765,006 | 161,879,188 |

● *Belt of Chicago.*—Leased six 2,000-hp diesel locomotives from First Chicago Leasing Corp. The leasing company will purchase the units from Electro-Motive at a cost of $1.5 million and lease them for 10 years.

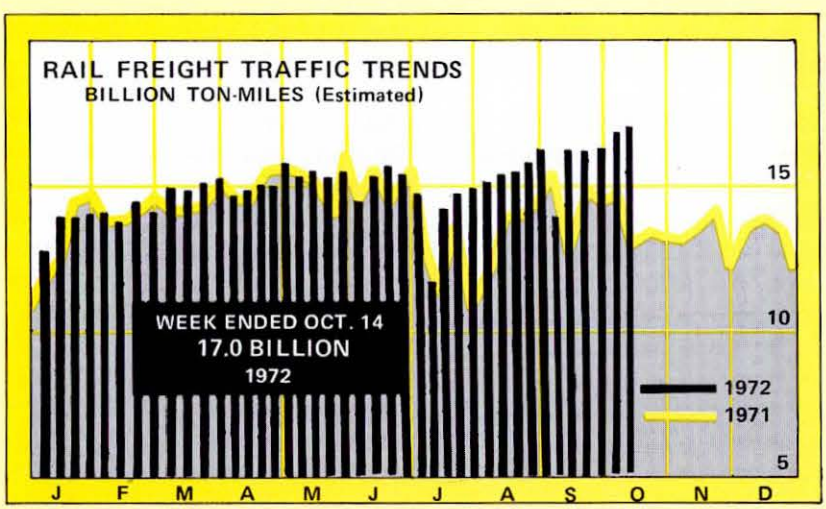
● *Burlington Northern.*—Ordered 500 70-ton, 50-ft box cars from Pullman-Standard for delivery in November and December; and 150 100-ton, 60-ft box cars from Gunderson, Inc., also for delivery before the end of the year.

● *Burlington Northern.*—Ordered 30 3,000-hp diesel-electric units from GE and 15 1,000-hp units from EMD. Road units are scheduled for delivery before the end of the year, switching units for delivery in January.

● *Southern.*—Ordered 1,625 70-ton box cars from Pullman-Standard at an approximate cost of $30 million. Included are 1,500 50½-ft cars and 125 60-ft cars (the latter will have cushion underframes).

● *South Africa.*—Barlows Heavy Engineering Limited, of Benoni, has placed an order with Keystone Railway Equipment Co. for 1,000 car sets of 10-inch-travel end-of-car cushioning devices. This is said to be the largest export order for cushioning devices ever placed. On the domestic scene, 30 bulkhead gondola cars for Detroit, Toledo & Ironton (RA, Aug. 28, p. 64), are being equipped with Keystone cushioning units.

● *Trailer Train.*—Placed orders for 792 new cars as follows: 200 89-ft 4-in. all-purpose flats from ACF; 32 68-ft flats and 312 89-ft 4-in. standard-level flats from Bethlehem; 248 89-ft 4-in. standard-level flats from Pullman-Standard. This brings TTX orders for new cars since Jan. 1 to 1,825. As of Sept. 29, Trailer Train had 61,112 cars in service or on order.




*Source: Association of American Railroads*

Circle 30 on coupon page 55

# Moving Freight

### TON-MILES AT AN ALL-TIME HIGH

Railroads produced an estimated 17 billion ton-miles of service during the week ended Oct. 14—an all-time high for a single week. The record figure was 21.2% ahead of that for the corresponding week a year ago, when traffic was in a slump caused by dock and coal strikes; it was 7.4% ahead of the figure two years ago. In this year's first 41 weeks, volume has amounted to 615 billion ton-miles, 4.3% over the year-ago performance. Meanwhile, the strong recovery of piggyback continues. In the week ended Oct. 7, the last period for which figures were available at presstime, 28,897 piggyback cars were loaded with 49,880 trailers or containers—up 15.3% and 20.9%, respectively, over the comparable 1971 week.

### AAR REPORTS BETTER CAR UTILIZATION

In a mid-October report to the ICC, the AAR said the first six months of 1972 saw "a previously unmatched efficiency" in freight-car utilization. The number of net ton-miles handled by the average car per day rose to 1,466, compared to 1,426 in the comparable 1971 period, said the AAR. At the same time, the railroads were producing a record 386 billion ton-miles of freight service, topping the previous high, set in 1944, by 4.5%. A further indication of improved utilization, said AAR Vice President R.R. Manion, "is apparent from the fact that the record freight traffic in the first six months of 1972 was handled without any reports of serious car shortages."

### NEW PIGGYBACK RECORDS SET

Southern loaded 950 trailers and containers on Oct. 20, an all-time record for its piggyback operation. Norfolk & Western reports that its TOFC/COFC business is up 12.4% in the first nine months of 1972, compared with the year earlier period. N&W container traffic is up 46%, "but that is from a very small base," explains President John P. Fishwick.

### DEMURRAGE PLAN TO CUT TURN-AROUND TIME

FRA on Oct. 11 released a $185,000 study of a new demurrage system to spur a 10% reduction in the total time between loads. The study, conducted for FRA by Robert Reebie Associates of Greenwich, Conn., proposed rules that it said would give rails a potential saving of 2.6 days in freight car turn-around time through (1) keying non-chargeable time for loading or unloading to frequency of switch service, with a minimum of 22 hours in any event, (2) allowing shipper to claim additional non-chargeable time if car placement for loading was earlier or later than the day requested, and (3) allowing additional non-chargeable time to be claimed at destination if car arrival time deviated from the most frequently experienced transit time over the same origin and rail route combination, assuming comparable car release times at origin.

### MOPAC OPENS "ONE-STOP SHIPPING CENTER"

Missouri Pacific is now operating out of its new intermodal freight center at S. Louis—a facility which MoPac describes as a "one-stop shipping center," capable of handling shipments by carload, truckload, piggyback trailer and container as well as small shipments of ltl/lcl. The center, near midtown St. Louis, has easy access to MoPac's mainlines to the West, South and Southwest and to the Interstate Highway System. Says Joseph A. Austin, vice president-traffic: "This center not only improves transportation service for St. Louis, but also expands the city's role in world trade. In effect, the intermodal center creates a 'Port of St. Louis' by rail," with its container-handling capability.

### RAIL-HAULED BODIES FOR TOYOTA TRUCKS

Union Pacific has assigned 23 special bulkhead flat cars for movement of U.S.-manufactured cargo bodies that are installed on Toyota half-ton pickup trucks at ports of entry on the West, Gulf and East coasts. The 57-ft bulkhead cars have special interlocking racks that accommodate 64 bodies (loaded two across), compared with the 40 previously handled in box cars. Atlas Fabricators of Long Beach, Cal., will be producing 3,000 of the truck bodies monthly, moving them to Toyota assembly sites by rail. Iwao Kodaira, Toyota's U.S. executive vice president, reports the California-built body is an example of the Japanese firm's effort to use American-made parts and accessories whenever economically feasible. He says there are 15 such suppliers now and efforts are being made to increase the number.

### MAJOR FREIGHT CAR ORDERS PLACED

Car orders announced in the past few weeks have served to push up the total for 1972 rather substantially. Through August, the total of orders announced by AAR and the American Railway Car Institute reached 29,429 cars. Since then, Southern has ordered 1,625 box cars from Pullman-Standard; Missouri Pacific will acquire 1,350 cars of various types from Bethlehem, P-S, ACF, General Steel Industries and International Car; Trailer Train ordered 792 flat cars from ACF, Bethlehem and P-S; Burlington Northern has contracted for 650 box cars to be built by P-S and Gunderson; and Illinois Central Gulf ordered 340 cars from its own shops.

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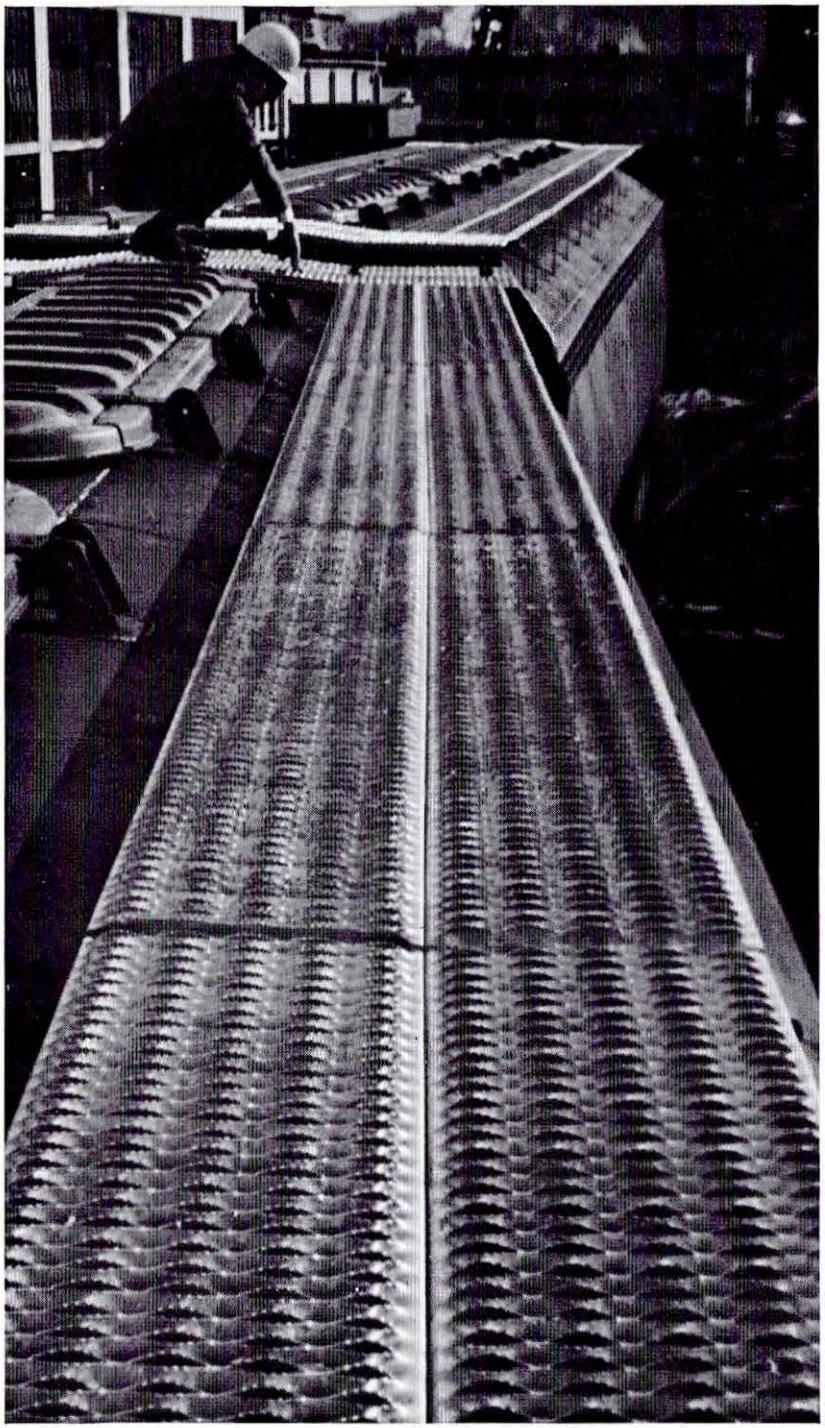

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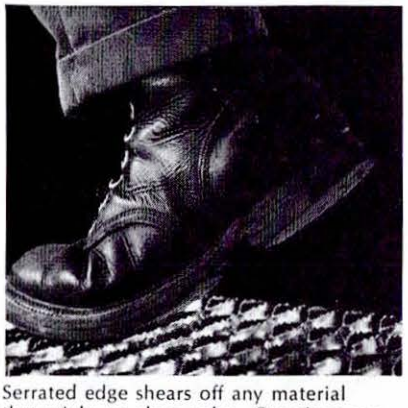

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Circle 31 on coupon page 55

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1. Date of filing, Sept. 29, 1972

2. Title of publication: RAILWAY AGE.

3. Frequency of issue: Semi-monthly.

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6. Names and addresses of publisher, editor, and managing editor; Publisher Robert G. Lewis, 350 Broadway, New York, N.Y. 10013; Editor: Luther S. Miller, 350 Broadway, New York, N.Y. 10013; Managing Editor: None.

7. Owner: Simmons-Boardman Publishing Corporation, 350 Broadway, New York, N.Y. 10013—Stockholders having one percent or more are: Arthur J. McGinnis, 350 Broadway, New York, N.Y. 10013; Morton & Co., P.O. Box 2400. Church Street Station, New York, N.Y. 10008: The Lorain Journal 4375 East 146th Street, Cleveland, Ohio 44128; Joseph or Katherine Sanders, 6010 Prestonshire, Dallas, Texas 75225.

8. Known bondholders, mortgagees, and other security holders owning or holding 1 percent or more of total amount of bonds, mortgages or other securities: None.

9. Paragraphs 7 and 8 include, in cases where the stockholders or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting, also the statements in the two paragraphs show the affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner. Names and addresses of individuals who are stockholders of a corporation which itself is a stockholder or holder of bonds, mortgages or other securities of the publishing corporation have been included in paragraphs 7 and 8 when the interests of such individuals of the stock or securities of the publishing corporation.

10. Extent and nature of circulation:

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| A. Total No. copies printed **(Net Press Run)** | 20,749 | 25,225 |
| B. Paid Circulation | | |
| 1. Sales through dealers and carriers, street vendors and counter sales | — | — |
| 2. Mail subscriptions | 14,959 | 14,590 |
| C. Total paid circulation | 14,959 | 14,590 |
| D. Free distribution by mail, carrier or other means | | |
| 1. Samples, complimentary, and other free copies | 5,269 | 10,383 |
| 2. Copies distributed to news agents, but not sold | — | — |
| E. Total distribution **(Sum of C and D)** | 20,228 | 24,973 |
| F. Office use, left-over, unaccounted, spoiled after printing | 521 | 252 |
| G. Total **(Sum of E & F—should equal net press run shown in A)** | 20,749 | 25,225 |

I certify that the statements made by me above are correct and complete.

(Signed) Robert G. Lewis, Publisher

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# Viewpoint

## Milwaukee's Smith sees expanded role for marketing

If you're the parent of a fairly sharp youngster and you want someday to be able to tell the neighbors about "my son, the railroad president," you should send him to a good engineering school or a good law school and you should tell him never, never to get mixed up with things like sales and marketing, right? Still, probably, right.

But, lately, a few cracks are developing in the dike. Frisco had a president, as one example, who came up through the sales side, J.E. Gilliland, and his successor, Richard C. Grayson, served a hitch as a top officer in sales. Now, as another example, there's Milwaukee Road—which tapped Worthington L. Smith as its new president. To be sure, neither Grayson nor Smith is a "pure" sales/marketing type—both have their roots in operations. But both also know, first-hand, that the problems of producing a service and the problems of selling it cannot be separated.

Worth Smith made this pretty clear not long ago in his first speech-making appearance since he came from Burlington Northern to Milwaukee Road in mid-July. He talked about what he sees as his new railroad's strong points—a strategic location and a good commodity mix. He talked about competitive problems. And he talked about marketing: "It is essential that we analyze and understand the marketplace, that we view ourselves as a participant in a larger logistic system. The operation of a railroad does not exist for itself. It will exist and grow only to the extent that it performs a useful role in solving a customer's distribution problems. And if a railroad is part of a customer's distribution system, then the question has to be: 'What is the customer trying to do?' Then, 'Can we help him do it at a level of service and price satisfactory to him and at a profit to us?' Our objective is not to design a railroad service but a customer service."

"Marketing," of course, is a fashionable word these days—and in some cases it would appear that companies have merely changed titles, sales to marketing, and gone on doing business as usual. But Smith isn't looking for that kind of operation: "Adopting a stronger view of the marketing concept is not just to be modern and up-to-date. I believe it to be absolutely essential for the profitable growth of the company that the concept be viewed and understood as the basic philosophy of managing the company. Marketing considerations must play a stronger role in decisions affecting the design of our service product. My goal, in full participation with my able associates, is to assist in evolving the Milwaukee toward being a strongly marketing-oriented total company. I think we can do this."

### THE KEY WORD IS "BALANCE"

Without any doubt whatsoever, there is a challenge there. At one end of the spectrum, there is total customer-orientation: Give him what he wants. At the other end, there is total operations-orientation: Do the minimum and worship the operating ratio. In between, somewhere, there is the optimum that Worth Smith and others like him are looking for—the optimum that every kind of business ought to be striving for: Do the job well—and make money at it. The key word, of course, in railroading and elsewhere, is "balance."

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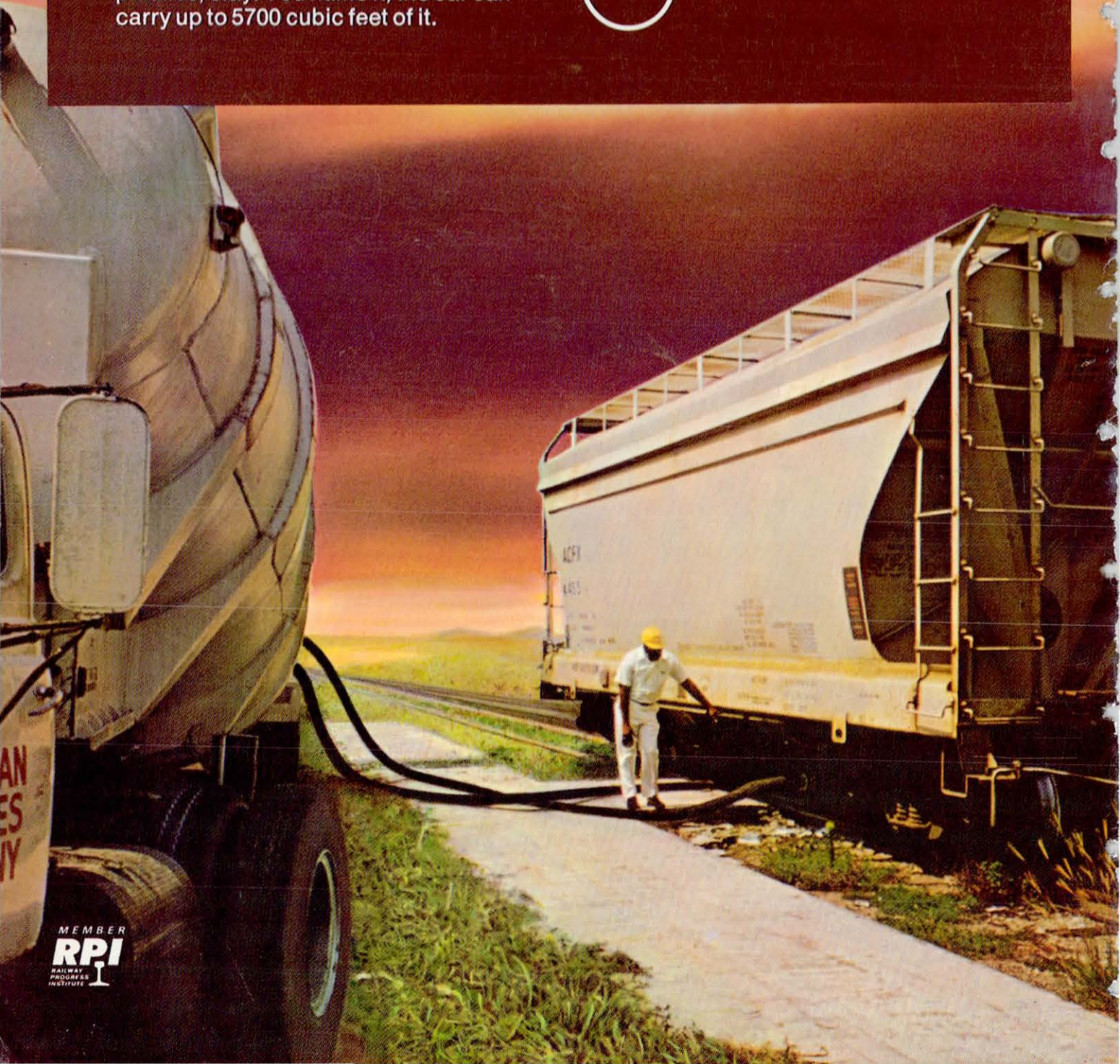

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